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ABSTRACT

Information is presented on selecting and applying to graduate management programs, the Master of Business Administration (M.B.A.) degree, costs and financial aid, and concerns pertaining to minorities, women, and foreign students. Additionally, key facts about specific graduate schools of management, a description of the Graduate Management Admission Test (GMAT), a sample GMAT and answer key, and guidelines for the use of GMAT scores are included. Detailed descriptions of more than 450 graduate programs throughout the world are provided. The most commonly asked questions about M.B.A. programs are considered to assist the applicant in evaluating whether a particular program will meet educational and career preferences, and other management programs/degrees are identified. Criteria used in the admission process, including the undergraduate record, GMAT scores, and motivation, are addressed. In addition to providing information on determining financial need and financing graduate study, aid programs for women and minorities are covered. Management careers in different sectors (business, the public sector, and entrepreneurial endeavors) are briefly described, and the way that knowledge/management skills acquired in school apply to careers entered by M.B.A. graduates is examined. Key facts on schools include: programs of study, deferred admit policy, length of study, applicants/enrollment for 1979-1980, student characteristics, and financial assistance. The content of the GMAT, what the test measures, and test-taking strategies are covered, along with explanations to selected questions. Finally, public interest principles regarding admissions testing are outlined. (SW)

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81-82

GUIDE

TO GRADUATE MANAGEMENT EDUCATION

edited by Charlotte Kurst

prepared for the Graduate
Management Admission Council
by Educational Testing Service

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About the Graduate Management Admission Council

The Graduate Management Admission Council is both a service organization and a professional organization. As a service organization, the council provides information to schools and students by which both can make more reasoned choices in the admissions process. The council's service functions fulfill two objectives. The first is to improve the selection process for graduate management education by

- developing and administering appropriate testing instruments,
- informing schools and students as to the appropriate use of such instruments and other materials related to the selection process,
- serving as a medium of information exchange between students and schools.

The council's second objective as a service organization is to disseminate information to various publics concerned with graduate management education.

As a professional organization the council serves as a forum for interchange among those who share a common interest in education for management.

The council, consisting of representatives of 62 graduate schools of management, sponsors the Graduate Management Admission Test. Educational Testing Service consults with the council on matters of general policy, develops test material, administers the test, and conducts research projects aimed at improving the test.

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School of Business Administration

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College of Business Administration

University of Connecticut (Storrs)
School of Business Administration

University of Denver
Graduate School of Business and Public Management

University of Georgia
Graduate School of Business Administration

University of Hawaii at Manoa
College of Business Administration

University of Maryland
College of Business and Management

The University of Michigan
Graduate School of Business Administration

University of Missouri—St. Louis
School of Business Administration

The University of North Carolina at Chapel Hill
Graduate School of Business Administration

University of Notre Dame
College of Business Administration

University of Pittsburgh
Graduate School of Business

University of Rhode Island
College of Business Administration

The University of Rochester
The Graduate School of Management

University of South Carolina
College of Business Administration

University of South Florida
College of Business Administration

University of Southern California
Graduate School of Business Administration

The University of Tennessee, Knoxville
College of Business Administration

The University of Tulsa
College of Business Administration

University of Utah
Graduate School of Business

University of Virginia
The Colgate Darden Graduate School of Business Administration

University of Washington
Graduate School of Business Administration

University of Wisconsin—Milwaukee
School of Business Administration

Virginia Polytechnic Institute and State University
College of Business

Washington State University
College of Business and Economics

Washington University (St. Louis)
Graduate School of Business Administration

The Wharton School (University of Pennsylvania)
Graduate Division

Public Interest Principles for the Design and Use of Admissions Testing Programs

On December 30, 1979, leaders of five organizations responsible for major national admissions testing programs issued the following proposed Public Interest Principles in the interest of expanding dialogue about the programs they sponsor and, ultimately, modifying those programs where possible and reasonable. The organizations proposing the Public Interest Principles are listed below.

- The College Board
  George H. Hanford, President
- Educational Testing Service
  William W. Turnbull, President
- Graduate Management Admission Council
  William Broesamle, Chairman
- Graduate Record Examinations Board
  Alfred S. Sussman, Chairman
- Law School Admission Council
  Bruce I. Zimmer, Executive Director

Recently there has been widespread debate about the design and use of national standardized testing programs for admission in higher education. In New York State and California, laws related to testing have been enacted. It is clear that while the testing programs are meeting most educational objectives well, contributing significantly to orderly, equitable decision making in admissions, they are not satisfying other criteria in equal degree. Accordingly, they should be reexamined and improved wherever possible.

The main concerns that have been raised have to do with providing more information about the tests to test takers, test users, and the public and with the appropriate use of the information derived from testing programs. These issues need to be discussed and possible solutions need to be explored by the several parties at interest, including students, institutions that use the scores, associations that sponsor the programs, and agencies that administer them.

We are convinced that it is important for students and institutions alike that the tests indicate as accurately as possible the educational progress already made by individual students and their readiness to succeed at the next higher level of instruction. Therefore, in looking for ways to improve the testing programs with which we are associated, we are committed to finding solutions that will strengthen rather than weaken the quality of the information they provide.

We propose that discussions of the issues be expanded in coming weeks and that as many as possible of the critical principles of test program operation be decided upon and, where they are not already in effect, put into practice without delay. Toward that end, we are issuing the attached draft of principles and procedures for reaction and discussion. We are doing so in advance of any opportunity for review of the document by the constituencies we represent: they will make their own contribution to the discussions and will reach their own conclusions. But we strongly support the principles as a basis for constructive deliberation and action.

Principles

A number of the principles enumerated below have been cornerstones of most testing programs for some years. We believe it is important, however, to reaffirm them here to provide a fuller view of our beliefs and our expectations for the future.

1. We recognize the legitimate interest of the public in knowing what the tests contain and their efficacy in performing their intended functions. Therefore, we will implement the principle of publication of test content to a degree limited only by reasonable safeguards of efficiency, cost, quality, and the educational impact of the programs.

2. We fully support the principle of equity, and we will continue to maintain and strengthen credible procedures for detecting bias and eliminating it from the content of the tests, while making such procedures visible to the public.

3. We recognize the need for routine procedures that allow the test taker to arrange for verification of the accuracy of the procedures determining the score attributed to him or her.

4. We believe that tests should be readily available to all individuals, regardless of conditions such as physical handicap or religious beliefs that may prevent the taking of exams under circumstances that meet the convenience of the majority.

5. We recognize that tests, together with the procedures for scoring them and reporting the results, should be designed to provide test takers with as much useful information as may be feasible about the specifics of their performance on the tests.

6. We reaffirm the right of individuals and institutions to privacy with regard to information by and about them, which should be safeguarded from unauthorized disclosure.

7. We recognize the need to formulate, maintain, and publish widely principles of appropriate use of scores and other test information derived from testing programs and to be alert to and actively discourage misuse.

8. We recognize that both the institutions making use of test scores and the test takers themselves should have mechanisms through which to express their legitimate interests concerning the design and operation of testing programs and the use of the information derived from them.

Operational Elements

The separately constituted and governed groups sponsoring testing programs may choose to implement these principles in different ways. This probable diversity stems from differences in the nature and purposes of the tests in the several programs and from the specifics of their structure and operation. Examples of possible approaches include the following:

1. Each prospective examinee should be able to receive a full-length sample of each test, similar to the one he or she will take, with the intended answers and with instructions for self-administration and self-scoring.

2. For tests given to a sufficient number of students annually to support the cost, at least one operational form of the test should be published periodically, in addition to the regular sample. A specific schedule of publication should be designated for each program.

3. Nontechnical information about the testing program should be furnished routinely to test takers, users, and the general public. It should include a description of what each test measures, the error of measurement, how the scores are intended to be used, and a summary of the validity of the scores for the intended uses.

4. A technical publication should provide information on the same topics in sufficient depth to permit professionals in the field to assess the evidence and the accuracy of the nontechnical summary.

5. Studies of the use of the test by professionals other than those in the sponsoring or administering agency should be actively encouraged and facilitated by provision of the necessary data with safeguards for individual privacy. The results of those studies should be published in regular journals and also incorporated in the technical and nontechnical publications.

6. The test sponsor should ensure that operational forms of the test are independently reviewed before they are given. The review should include the appropriateness of the content of the test and in particular should seek to detect and remove potential racial, cultural, or sex bias or other influences extrinsic to the characteristics, skills, or knowledge to be measured. The review should also determine that the operational form is fairly represented by the sample test already distributed.

7. Test takers should have the right to question the accuracy of scoring, administrative procedures, specific questions in a test, or allegations of irregularities in test administrations. Current procedures to deal with this right should be reviewed and modified if necessary to ensure a fair and prompt response.

We hope communication of these principles and operational guidelines leads to greater understanding and constructive dialogue about the important issues surrounding testing. We stand ready to work with all interested groups in discussion of the policies and improvement of the procedures under which testing programs are conducted.

Graduate Management Education

In recent years, the Master of Business Administration* has become one of the most sought-after graduate professional degrees, with enrollments exceeding such traditional programs as law and engineering. M.B.A. graduates increased from 14,900 in 1967 to 45,000 in 1977; in 1981 the figure is estimated to be 54,000.

The M.B.A. has become a highly desired degree as more employers recognize that it can contribute greatly to professional performance, and as admission to graduate schools becomes increasingly competitive. In the professional management field, candidates are sought not only for their ability to perform a given task but also for their ability to assume managerial roles. Because of this latter consideration, a candidate's individual talents, unique qualities, motivation, and ability to work with others have become increasingly important.

Since the combination of these personal qualities and academic skills is so important to a manager's success, admissions and selection is a highly subjective process that demands careful evaluation from both the school's perspective and the candidate's. While an M.B.A. program can give you the skills, knowledge, and sensitivities that can provide you with a competitive edge, your professional success will depend on how well you use what you have learned. For those with the intelligence and tenacity to meet the challenges of an M.B.A. program, the graduate experience can be most rewarding.

To decide whether an M.B.A. program is right for you, you may need to ask yourself whether you would profit both educationally and professionally from an M.B.A. degree. Would you have the time and the financial resources to invest in the degree? Would your postgraduate earnings provide a good financial and professional return? Do you have the mental stamina and determination to succeed in the M.B.A. program that you might choose?

If the M.B.A. is the right degree for you, how should you decide where to apply? How can you enhance your chances for admission? How should you choose among the several schools that may accept you?

Guide To Graduate Management Education will help you answer these questions. The *Guide* tells you what managers do and where they work. It describes the criteria schools use in admissions and how applications are evaluated. It suggests how you might evaluate the different programs in terms of your own particular needs. It helps you decide whether a full- or part-time program would be best for you, whether you should consider one- or two-year programs or joint degree programs, and how you can finance your education. It gives you detailed descriptions of more than 450 graduate management programs throughout the world, including addresses you can use to request more information and application forms.

In addition, the *Guide* contains an authentic Graduate Management Admission Test with complete scoring instructions. The GMAT, required by all the programs described in this book, is sponsored by the Graduate Management Admission Council.

We have tried to make this edition of the *Guide* as informative and useful as possible, and we hope you find it valuable. We wish you success in both your education and your future career.

The Graduate Management Admission Council

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*Although the degrees granted by various schools have several different names, as indicated in the school description section, we use the M.B.A. here to refer to all generalized, professional graduate degrees in management.

1

Choosing a School—What Are Graduate Management Programs Like?

Graduate management schools differ in their approach to teaching; the scope, focus, and intensity of their programs; the courses they offer; and the career placement of their graduates. Therefore, in choosing a school it's useful to consider the type of education offered as well as the type of career you would like.

In this chapter we answer some of the most commonly asked questions about M.B.A. programs and provide a framework for evaluating whether a particular program will meet your educational and career preferences. In Chapter V we discuss how the knowledge and management skills you obtain in the school programs apply to the careers most often entered by M.B.A. graduates.

What Is Professional Management?

Professional management is the effective organization and direction of resources—people, money, materials, and technology—to achieve a particular objective. For example, as a manager you might manage

- *People:* By setting goals for a sales force and directing efforts to achieve the goals, you would be managing people.
- *Money:* As an investment counselor, you would manage a client's investments to increase their value over time.
- *Natural Resources:* If you worked for a timber company, you would manage forests to provide enough wood for present and future customers, while keeping the forest environmentally sound.
- *Institutions:* As a hospital administrator, you would manage people, equipment, money, and other resources to deliver health care to people at an affordable price.
- *Businesses:* As a business manager, you might manage people, money, and other resources to provide goods or services that customers want at a price they can afford and at a profit to yourself.

In most cases, however, a manager's job would have an impact on all of these areas.

A manager is a planner, problem solver, and supervisor. He or she must have the technical skills to perform a certain function, plus the "people" skills to direct others. As managers progress within any organization, the technical skills that helped them obtain their first jobs become less important and their ability to use their knowledge to set goals and direct others becomes much more valuable.

How Can an M.B.A. Degree Help You Become a Better Manager?

An M.B.A. can help you enter and/or advance in business, government, or the nonprofit sector by giving you a working knowledge of all aspects of management, and by teaching you to analyze and solve complex management problems. The degree can provide you with at least seven major assets:

- exposure to a variety of business functions,
- greater understanding of human and organizational relationships,
- increased ability to make managerial decisions,
- increased access to positions of responsibility,
- acquisition of the decision-making and analytical tools necessary for effective leadership in an organizational context,
- increased self-assurance, and
- broader career options.

Who Earns the M.B.A.?

All kinds of people can be found in M.B.A. programs: students who have just earned undergraduate degrees, people who have been in the work force for several years, and people in career transition. As organizations in more diverse fields increase their hiring of M.B.A. graduates, a greater variety of people are being encouraged to obtain the degree. Most of them are seeking broader career options, greater responsibility, more job mobility, and higher salaries than they otherwise would have had.

On the whole, M.B.A. students tend to be older than graduate students in other fields. This is partly because many full-time M.B.A. students have had prior work experience, and partly because many others are in the work force and are earning the degree part time.

How Do M.B.A. Programs Differ?

Different schools vary in their academic approach, the scope of their teaching, the placement of their graduates, the importance placed on their full- or part-time programs, their tuition, and in many other respects.

There is no single graduate program that is right for all people. As you read the following pages and study the individual school descriptions in this *Guide,* keep in mind the type of instruction you would find most beneficial, the educational budget you plan to invest, and the type of career you would like.

What Is the Course Work Like?

Most M.B.A. programs have a required core curriculum that reflects the faculty's judgment of the courses every M.B.A. student must have. In addition, the core curriculum often includes "tools courses" such as quantitative methods and computer programming. These courses often correspond to broad functional areas of business, such as accounting, finance, marketing, operations, and employee relations. Most of your courses in the early part of the program probably will come from the core curriculum. Later on, you will have an opportunity to choose among electives.

M.B.A. programs vary in the degree to which they encourage generalization or specialization. Some provide for an internship or work semester in your area of concentration, and this is something you might want to consider in choosing a program.

What Sort of Learning Experience Will You Find?

In your previous 16 years or more of formal education, you have been exposed to many teachers in many courses using many sorts of instructional techniques. Some tried to challenge you with visions of the way the world ought to work, some tried to teach you tools to help you work in the world, and some tried to expose you to the problems of the world and challenged you to confront them.

"Oh, Yeah? Opportunity who?"

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When you enroll in an M.B.A. program—any M.B.A. program—you will find teachers in courses who will try to accomplish in various ways and at various times all of these objectives. No teacher, no single course, and no M.B.A. program is devoted solely to a single theory, practice, or problem-solving technique to the exclusion of the other. Each class is an amalgam of these educational objectives, and every teacher is likely to run back and forth on a continuum of pedagogical techniques depending on how he or she assesses the needs of the students, the nature of the subject matter, and the dynamics of the classroom.

For this reason, it is misleading to refer to M.B.A. programs in simple, monolithic terms—"analytical," "case method," "quantitative," "theory-based," etc. School representatives are frequently asked, "Do you teach by the case method or are you analytical?" or "Are you economics-oriented or management-oriented?"

Such characterizations in binary terms can be deceptive. Those who use the case method are likely to use the same analytical techniques and mathematical models as those who may use a more highly developed theoretical or quantitative framework. Those using the theoretical approach are likely to apply their models to the analysis of case problems. Each approach is analytical; each is quantitative; each is rigorous.

There are differences, of course, in the learning experiences you may find in various M.B.A. programs. A 12-student seminar setting is not the same as a case discussion class with 50 students or a lecture in an amphitheater with 300 students, and yet, depending on the subject matter or the educational objectives, each may be the optimal learning experience.

Perhaps the primary concern for you should be challenge. In what sort of environment will you find yourself intellectually stimulated? Where will you find yourself exposed to new ideas, new ways of approaching managerial problems, significant interactions with faculty and students, the stretching of your highest potential as a person and as a future manager? If you can find challenge in the learning experience of the M.B.A. program of your choice, it won't matter much what labels are attached to it.

How Important Is Mathematics to Your Success in an M.B.A. Program?

Managerial results are measured in numbers. Managers deal with such concepts as return on investment, break-even analysis, economic order quantity, discounted present value, the cost of capital, and a host of more sophisticated concepts all of which demand the ability to think conceptually as well as computationally. Many schools may expect you to have particular mathematical skills upon entering their programs; individual school literature will clarify this point.

What Is Required to Earn an M.B.A.?

Degree requirements and the length of the programs vary depending on the school. A full-time program generally takes two years, although some can be completed in one year. A number of schools will also allow you to shorten a two-year program to one year by giving you advanced standing or decreasing your vacation time. Part-time programs can range from three to seven years, depending on the number of credits you take each semester. Joint programs combining an M.B.A. and a master's degree in a specialized field may require three or four years.

Usually there is a limit on how much time you can take to complete the degree requirements; this maximum varies from five years to ten years, depending on the program.

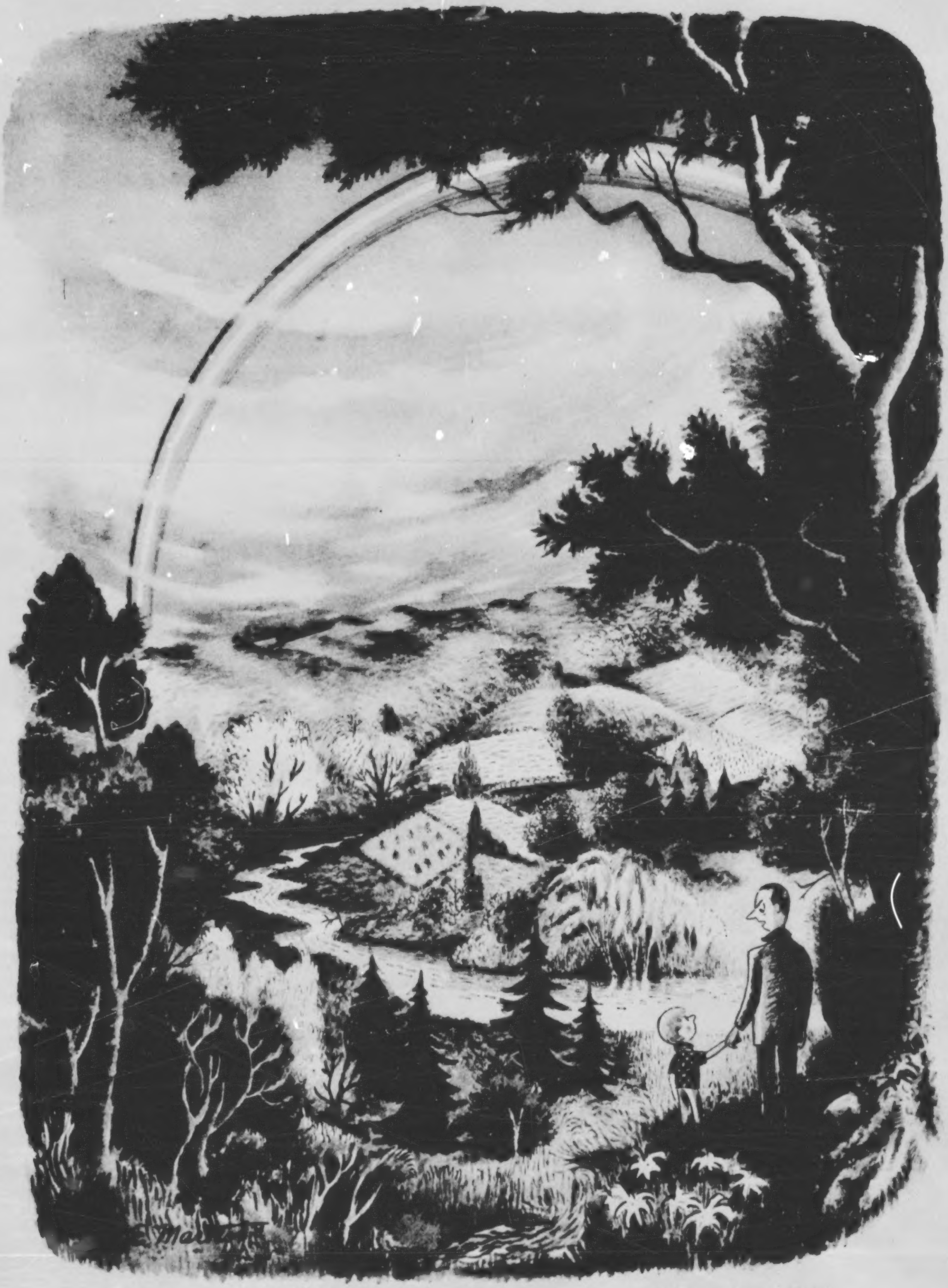
How Do You Choose the Program That Best Suits Your Needs?

This is a rather complex process that involves an analysis of your preferences and objectives. Below, we outline some of the questions you might ask about a program to help you decide whether it would be a good choice for you. Please note that there is no value judgment assigned to any of these questions; they have no "right" or "wrong" answers and are merely to be used as a guide in assessing your own individual requirements.

Program: Does it meet your individual needs? What is its reputation? Does the school require or offer a concentration or specialization? Does it offer you sufficient course and career options? Will you be comfortable with the teaching methods used? Does the school offer the kind of enrollment you want—that is, either full- or part-time, day or evening classes, convenient enrollment dates? Are internships or work-study programs part of the curriculum?

Faculty: What is the makeup of the faculty? What is its quality with regard to teaching and/or research? How many full-time professors are there? How many teach part time? How do the qualifications of the part-time faculty differ from those of the full-time? How many professors have doctoral degrees and/or extensive business experience?

Students: What is the makeup of the student body? How does selectivity enter into admission to the school? What academic demands are placed on students? Does the school population represent a



"It's not advertising anything, damn it!"

Drawing by C.E. Martin; © 1966
The New Yorker Magazine, Inc.

variety of people? What percentage have full-time work experience? What percentage have come directly from undergraduate schools? Is there a student association? What are its activities?

Job Placement: What type of jobs, and at what salaries, do recent graduates of the program hold? Which companies recruit on campus? Where are most graduates employed? What placement services are offered?

Degree of Fit: Looking at your own qualifications and aspirations, can you see yourself being effective and competitive in the program? Will it stretch you enough without bending you out of shape?

Campus Life: What are the social and cultural activities at the school? Do most students live on or off campus? What are living accommodations like?

Student/Faculty Ratio: Will you be comfortable with the size of the classes? Is the faculty accessible?

Support Systems: What library and computer facilities are available? How accessible are they to students?

Geographic Location: Do you prefer a city or the country? What type of climate do you like? Will the location accommodate your particular interests and activities? If you intend to enroll in a part-time program, are there companies in the area that may provide employment while you attend school and/or after you are graduated?

Costs and Financial Aid: Do the tuition and associated expenses fit your budget? If not, what type of work/study programs, loans, scholarships, and assistantships are available? Will you qualify for one or more of these? (See Chapter III).

How about Accreditation?

The American Council on Education recognizes the American Assembly of Collegiate Schools of Business—the AACSB—as the national accrediting agency for graduate schools of management. Accredited programs meet certain basic standards in curriculum, faculty qualifications, and admissions selectivity. However, there are some quality programs that have chosen not to participate in accrediting procedures. M.B.A. programs accredited by AACSB are designated in the "Key Facts" section beginning on page 36.

Should You Choose a Full- or Part-Time Program?

Your choice will depend on your background, interests, career goals, and financial and employment status.

A full-time program offers concentrated study in a campus environment that allows for greater interaction with students and professors. It may be an attractive option for people who have been working and would like to make a clean break in their careers. This is often the case for people who would rather not assume the double burden of school and work. Full-time programs are also attractive to many undergraduates who don't wish to enter the job market immediately.

Nevertheless, there has been considerable growth in part-time enrollments; many M.B.A. students are now enrolled in part-time programs, either because of economic necessity or to attain the synergy that work and study provide. Part-time programs can provide an attractive option for people who wish to work and study at the same time and for those whose employers are willing to pay all or part of their tuition.

Do Career Opportunities Differ for Full- and Part-Time Graduates?

This depends on the type of company for which you work, or for which you want to work, and to some extent on the M.B.A. program you attend. Active recruiting by companies is concentrated at schools that have full-time programs because the students in each graduating class are ready to go to work at about the same time; this makes campus visits more effective for recruiters. Part-time students on these campuses can also benefit from these recruitment visits.

"So what if the cost of living does go up another ten percent? It's still worth it, isn't it?"

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What about the Costs of Full- and Part-Time Programs?

This depends on the program, whether the school is part of a public or private institution, and, of course, whether an employer is paying all or part of the tuition. It's often best to consider cost in terms of an investment—you are investing the time and expense required to obtain a M.B.A., and in return you expect a higher salary and more fulfilling career than you otherwise might have had. To determine your return and to compare specific full- and part-time programs, you can consider the following questions:

- What are the costs of the full-time program—tuition, living expenses, transportation, books, and materials?
- What are the costs of the full-time program in terms of lost earnings and experience while you're in school?
- What are the costs of the part-time program? How much of it will your employer reimburse?
- What starting salary can you realistically expect after earning an M.B.A. from either the full- or part-time program? What can you anticipate in short-term promotion prospects?
- What is your return on investment after considering all the factors mentioned above?

Do Liberal Arts Graduates Do Well in Business School?

A common misconception is that liberal arts majors have difficulty in business and management school because they lack a technical or business background or sufficient mathematical skills. On the contrary, one major study suggests that liberal arts majors tend to have higher overall career performance than M.B.A. graduates with a more technical background. There is one caveat, however: schools often advise liberal arts majors who have limited backgrounds in mathematics and economics to take refresher work before entering their programs.

What Management Programs Are Available aside from the M.B.A.?

There are a number of management programs, for both full- and part-time students, that are similar to or somewhat more specialized than the M.B.A. In the former category are the Master of Science in Management (M.S.M.), the Master of Science in Business Administration (M.S.B.A.), the Master of Public and Private Management (M.P.P.M.), and the Master of Management (M.M.)

Some of the more specialized programs include the Master of Science in Health Services Administration (M.S.H.S.A.), the Master of Science in Accounting (M.S.A.), the Master of International Management (M.I.M.), and the Master of Public Administration (M.P.A.) These programs often are offered outside a school's graduate management program.

In addition, you may be interested in the following special programs:

Joint Programs: If you want to combine your M.B.A. with a master's degree in another academic discipline, you may prefer a joint program such as the M.B.A. and law (M.B.A./J.D.), engineering (M.B.A./M.E.), arts (M.B.A./M.A.), or others. Joint programs generally take three or four years to complete. In order to enroll, you may be required to gain acceptance to the university's business program as well as the school in which you will take the specialization. (To find out about the schools offering these programs and their requirements, please refer to "Key Facts" and to the individual school descriptions.)

Executive Programs: If you are already employed in a middle management position, you may consider entering an executive M.B.A. program. Such programs generally require fewer credits than a regular M.B.A. program and can be completed in a shorter period of time. Participants in executive programs generally are selected and sponsored by their employers, who usually pay for tuition and other expenses.

Most executive programs have the same basic curriculum as the school's regular M.B.A. program; the main difference is that participants already have extensive management experience. There are many scheduling variations among the different programs, so it is important to check individual school policies.

Overseas Studies: A few programs combine graduate study in an American school with that in an overseas school, having you spend a term or more in each. Overseas study is generally of greater interest to students who plan to work for an American company doing business overseas or for a foreign employer.

Continuing Education: Many business schools conduct nondegree short courses in advanced management both on and off campus.

Doctoral Programs: Many business schools offer programs leading to the Ph.D. or D.B.A. At some schools the doctoral program shares many common elements with the M.B.A. program, and at other schools the two programs are separate and different.

Most graduates of doctoral programs teach and do research at the college level, or they serve as staff specialists in business, government, or research organizations. The program generally takes three or four years of full-time study (more if part-time) and requires a combination of formal course work, independent study, oral and written exams, and a dissertation. Most universities also require a year in residence on campus.

How Should You Decide Where to Apply?

The more information you have on different programs, the more informed your decision will be. Therefore, you might use this book as a basic reference to identify the programs that interest you and then write to those schools for bulletins, financial aid information if necessary, and applications. You may also want to consider the sources of information listed below.

On-campus Visitations: Representatives of business school programs often visit undergraduate campuses to talk with students about their programs; you might check to see whether this type of visit is scheduled on your campus.

MBA Forums: These forums are held in several major cities each fall and are sponsored by the Graduate Management Admission Council (GMAC). Representatives from a large number of graduate management schools across the country attend these forums to give you information about their programs and to answer your questions. Special workshops help you learn more about the types of people who attend M.B.A. programs, the kinds of graduate programs offered, and the range of careers available to graduates.

The 1981 MBA Forums will be held in New York City on October 2-3, in Chicago on October 16-17, in San Francisco on October 30-31, in Boston on November 13-14, and in Atlanta on November 20-21. See the inside back cover for the specific sites in these cities. For more information about the forums, write National Coordinator of Forums, Box 2886, Princeton, New Jersey 08541.

Management Faculty at Your Own or Nearby Schools: If your undergraduate school has a graduate management program or an undergraduate management program, you might discuss graduate management education with members of the faculty. If you are not currently a student, or if your school does not have a business faculty, you could try nearby institutions.

Coworkers and Business Associates: People you work with, or have worked with, who have attended M.B.A. programs can be excellent sources of information. If they are earning or have earned their degrees part time, they may be able to tell you about your employer's promotion policy for people enrolled in these programs. (It would be wise to check on this with a personnel officer or with your supervisor as well.) In addition, if you or your family have friends who are managers, you might ask their advice about M.B.A. education and management careers.

Career Days: Career days sponsored by schools and professional organizations bring together prospective students and school representatives for an exchange of questions and information on a smaller scale than the MBA Forums.

Students and Graduates of the School: Students and graduates of the schools in which you are interested can give you a more personal view of the schools than you can find elsewhere. You probably can get some names from the admissions, alumni, or placement office of each school.

Visits to Schools: If it is at all possible, visit the schools you are considering; it's one of the best ways to gather first-hand information about them.

Placement Records: As mentioned above, school placement reports will give you data on the employment of graduates.

2 Applying to Graduate Management Schools

The admissions process for graduate management programs is not an exact science; admission hinges on a combination of objective and subjective criteria that are evaluated differently at different schools.

The objective and subjective criteria in the admissions process are

- your undergraduate record and related indications of past academic performance,
- your scores on the Graduate Management Admission Test,
- accomplishments or experience at work, in the military, or in campus and community activities,
- the overall quality of your application and recommendations,
- intangibles such as your motivation, maturity, and leadership abilities, as suggested by a variety of information.

None of these criteria, standing alone, is likely to be the sole determinant of your candidacy. They tend to be looked at in combination with one another—strengths balanced against weaknesses—so that all facets of your application are considered.

Your Undergraduate Record

This includes such factors as your grades, grade trends, and rank in class—considered in light of the quality and competitiveness of your undergraduate program—as well as extracurricular activities and special projects you have performed.

Programs accept students from all undergraduate majors. However, if you plan to enter a specialized or highly quantitative program a thorough grounding in the quantitative specialty may be important. In addition, it will give you a good head start in the graduate program and perhaps some advanced academic standing. However, most graduate schools want their students to be academically well-rounded at the same time.

Some programs set a minimum grade standard for acceptance. If you plan to enter graduate school immediately after obtaining your bachelor's degree, your undergraduate grades are likely to count heavily since you will have little or no work record. Therefore, if you think your undergraduate record may exclude you from a program you would like to attend, it might be wise to check with the school's admissions officers. They may be able to suggest alternative courses of action.

The Graduate Management Admission Test (GMAT)

The GMAT measures general verbal and mathematical abilities that are developed over a long period of time and that are associated with performance in the first year of graduate management school. The verbal sections of the test measure your ability to understand and evaluate written material and your ability to recognize basic conventions of standard written English. The quantitative sections test your basic mathematical skills, understanding of elementary mathematical concepts, and ability to reason quantitatively, solve quantitative problems, and interpret graphs, charts, or tables.

The GMAT is not a test of knowledge in specific subjects—for example, it does not test knowledge of economics or accounting—but rather it is a test of certain skills and abilities that have been found to be important in graduate management studies.

The GMAT yields three scores—verbal, quantitative, and total—each of which is reported on a fixed scale. Verbal and quantitative scores can range from 0 to 60, although scores below 10 and above 45 are rare. About two-thirds currently fall between 18 and 35. Total scores can range from 200 to 800, with about two-thirds now falling between 360 and 570. The test is not designed to yield passing or failing scores.

In the "Key Facts" section of this book, many schools have reported the range of GMAT scores for the middle 80% of their entering students. While it may be tempting to interpret this range as an approximation of the quality of the school, resist the temptation. GMAT scores are only one criterion suggesting quality, and there are many other aspects of quality that may be more relevant to you. (The

> **“The admissions process is not an exact science. I just wish there were some way I could tell our applicants that they are not caught up in a massive numbers game where grade-point averages and test scores are cranked into a computer that spits out electronic acceptance or rejection letters untouched by human hands.”**

> **“The most important element in the admissions decision is you. What kind of person are you? What's your energy level? Are you active or passive? Do you accept responsibility for making things happen around you? If I can be satisfied about some of these things that suggest managerial potential, then I'll look at grades and scores to see whether you can hack it in our program.”**

same caution should also be applied to reports of undergraduate grade-point average.)

In addition, if your GMAT score was below the 80% range for the school that is your first choice, don't assume that you haven't a chance of being admitted. After all, by definition 10% of the students are below the range, and, if everything else looks good, you may still be a successful candidate. Don't exclude yourself from consideration by schools you genuinely want to attend solely on your GMAT score or grade-point average.

The GMAT is required by all the schools described in this book. During 1981-82, the test will be offered in the morning on the following Saturdays: October 24, 1981, January 23, 1982, and March 20, 1982. In addition, the test will be given on Wednesday evening, June 23, 1982. The test fee is $27.00 for candidates registering to take the test in the United States, Guam, Puerto Rico, the U.S. Virgin Islands, and other U.S. territories; it is $32.00 for candidates who will be tested elsewhere.

> **“One young graduate comes in with a 725 GMAT score, a 3.8 grade-point average, and nothing to show for four years of college but a library pallor. Another one comes in with a 575 score, a 3.2 grade-point average, and a record that shows leadership in the Student Council, president of a campus service organization, and managing editor of the yearbook. Which do you think would be the better prospect for a graduate management program? I'd pick the second person, but another admissions officer at another school might pick the first. It's a highly subjective decision-making process that we're involved in.”**

Students are expected to register for the test in advance; in certain emergency situations, a student *may* be allowed to register at the center on the day of the test. Day-of-test standby registrations are not guaranteed.

The GMAT is also available in large-print, braille, and cassette editions, and other special arrangements can be made to accommodate the needs of candidates with visual, physical, and learning disabilities.

Complete details on the test and registration material are available at undergraduate career counseling offices and graduate admissions offices or by writing to Graduate Management Admission Test, Box 966, Princeton, New Jersey 08541.

Graduate Management Admission Search Service (GMASS)

The Graduate Management Admission Council is offering, for the first time in 1981-82, a service to help you become aware of full- and part-time graduate programs, admission procedures, and financial aid opportunities offered by institutions that are interested in you. In order to participate, you must take the Graduate Management Admission Test (GMAT) as information needed for the service will be obtained from your GMAT registration form.

The Graduate Management Admission Search Service (GMASS) is a free service that would make your name and address available only to graduate management institutions that have already expressed an interest in persons with characteristics similar to yours. A school may, for example, be interested in men or women who have particular undergraduate majors, have work experience, reside in certain states, belong to minority groups, have undergraduate averages or GMAT scores within certain ranges, or have combinations of these or other characteristics.

By participating in the GMASS, you may receive information from a number of local, regional, and/or national graduate management institutions (some of which you might otherwise not have discovered) about their programs, admission procedures, and financial aid opportunities. There is no charge to individual applicants who participate in the service.

Complete information on the service and how you may register for it is explained in the 1981-82 *GMAT Bulletin of Information,* which is available at undergraduate career counseling offices and graduate admissions offices or by writing to the Graduate Management Admission Test, Box 966, Princeton, New Jersey 08541.

Work and Military Experience

Many graduate management schools have found that work and/or military experience gives students an edge in graduate school and in their subsequent careers because of their greater practical knowledge and maturity. Some schools weigh this factor heavily; most of their students have significant work experience and are over 25 years old. These schools may suggest deferred admission—working for at least one year between acceptance and matriculation—to applicants without work experience who apply directly from undergraduate programs.

In some instances, a good work or military record may offset a weak undergraduate record; if your grades hinder your acceptance at a particular program, you might keep this option in mind. In addition, if your earlier academic record was based on a lack of motivation, and your motivation has now changed, you may want to indicate this on your application.

Part-time jobs you held while in college are also very important, and you should make a point of mentioning them in your application. You might describe your work experience in terms of the assignments you have performed, the responsibilities you have had, and the results you have obtained, rather than simply listing the names of your employers. This type of description will more completely indicate what you have done. Evidence of responsibility and an ability to get things done are the kinds of things that admission officers look for in the selection process.

Applications

It is most important that your application be complete, accurate, and neatly written or typed—preferably, typed. These things will indicate that you are serious about applying to graduate management school, and that you took the time and effort to answer questions properly and make your essays informative and interesting. Remember that the total package you present will determine, in most cases, whether or not you are admitted.

Most schools will be pleased to accept additional information from you such as a resume; a statement about something that wasn't asked but might give a better idea of your motivations, interests, or abilities; or a clarification of something in your credentials that may be confusing. It is unwise, however, to include extraneous material. Also, if you need a reply to an inquiry, it is best to ask the question in a separate letter rather than include it with your application.

As for setting up a timetable, you should apply six to ten months in advance, depending on the school, for full-time programs that begin in the fall. The lead time is usually shorter for programs that begin at other times and for most part-time programs. Applicants for financial aid should be sure to apply early, particularly because some financial aid deadlines precede admission deadlines. Also, be sure to see whether the schools that interest you have rolling admissions—admissions throughout the year. If they do, by applying early you can be more assured of an early response; this will give you a better idea of your options.

Be sure to allow enough time for all your credentials to be prepared and to reach the schools on time. For example, you must register to take the GMAT well in advance of the test date, and it will take four weeks for your scores to be reported. It also takes time for your undergraduate transcript to be mailed to the graduate programs, and for recommendations to be written. In addition, leave time for mistakes, because material sometimes gets lost in the mail or misfiled. Most importantly, be sure to follow up to make sure that the graduate schools have all the material they need—and do this while you still have time to send them the material they lack. Most schools will notify you when your application is complete.

Many schools with a fall matriculation date adhere to an April 15 deadline by which they expect their accepted applicants to indicate whether they will attend the program. If you apply early, your chances of hearing from a school before the April 15 deadline are increased; therefore, you will avoid the embarrassment of delaying your response to one school while waiting to hear from another.

Recommendations

Recommendations can be extremely important in confirming or augmenting your other credentials; they can be very helpful in interpreting your grades and background.

Some schools may tell you the type of person to use as a reference and may provide rather detailed evaluation forms. In general, the most meaningful recommendations are written by professors, employers, student advisers, and alumni you have known in a business or academic context. Although some schools may require only one recommendation, you may wish to provide several. This is usually appropriate, but it is wise to check with the school first.

> **“Foreign students provide different national attitudes toward businesses and expose other students to foreign cultures. When they have the necessary competence, we like to have them.”**

The stature or fame of the person recommending you is usually less important than the content and quality of the recommendation. For this reason, you should be very careful in choosing the people you ask for help. It's wise to choose people who know and respect you and who will have specific comments rather than vague generalizations about your personality and capabilities—people, for example, who have worked with you or supervised your work in the past, have seen you cope with pressure, and who know for a fact that you are able to assume responsibility and leadership. It is important for the person writing the recommendation to draw on specific experiences in describing why you would make a good business school candidate and a good manager.

Interviews and Campus Visits

Interviews on campus, when required or suggested by a school, offer a good opportunity to visit the campus, obtain first hand information about the program, attend a few classes, and personally indicate your interest in attending. Due to the time and expense involved for both the school and the applicant, evaluative interviews may not be feasible; in fact, some schools will not do evaluative interviews. However, if you want to talk to a school representative, don't hesitate to ask. Since admission decisions are made by a committee at some schools, the results of an interview may be written up by your interviewer and put into your file. Certainly, any important information you would like the entire admissions group to know should be included in your application.

It is a good idea to visit a campus before you decide to attend its program, if at all possible. This will give you a good feel for the program, students and student life, the library and support systems available, and the living accommodations.

If you do schedule an interview, be prepared to discuss why you would like to attend the school, what you can offer as a student, and why you are interested in a management career. Do not ask questions that are adequately covered in the school's literature.

Assessing Your Chances for Admission

The most frequent question posed by candidates is whether they will be admitted to the school of their choice. Many important steps and guidelines have been discussed in this chapter and should help in your decision-making process. However, a brief summary may clarify these various steps.

1. Do you have a clear picture of your career ideals? If not, have you explored all the possibilities or would additional work experience help clarify your objectives?
2. Have you identified a particular geographical location which is most consistent with your objectives.
3. Do you have a strong academic record? If not, what other academic endeavors might help offset a record that is not strong enough?
4. Can you identify good references from academic as well as work experiences?
5. Have you researched schools which offer M.B.A. programs in geographical areas that most closely fit your career aspirations?
6. Have you contacted the admissions personnel and discussed your particular qualifications?

Applying to graduate schools requires a great deal of your personal resources, time, and diligence. It is not an easy task, but considering the amount of money you might be investing, finding the best school for your career goals as well as your academic abilities is a grave responsibility. The school's responsibility is equally great, as it must fulfill your expectations from academic imagination to career aspirations.

> **“An M.B.A. program is an academic program. Once an admissions officer is satisfied that your academic qualifications are sufficient, he or she can then concentrate on whether you have the essential motivation and professional potential to be a successful M.B.A.”**

3 Costs and Financial Aid

Deciding to earn an M.B.A. can be a major financial decision and should be considered in light of your goals. The decision may be considered an investment. Once you invest your time, effort, and financial resources to obtain a management education, you may expect an increased ability to enter and advance in an interesting career and to obtain greater financial rewards than you otherwise would.

In this chapter we discuss the costs of graduate management education, how to determine your financial need, how to finance your education, and how to apply for financial aid. In Chapter IV we cover additional aid programs for special interest groups such as women and minority group members, and in Chapter V, "Careers in Management," we discuss the rewards that your investment in graduate management education might bring.

Costs

Graduate business or management school costs can range from less than $1,000 a year for tuition alone to more than $12,000 a year with tuition, room, board, books, and travel to and from school included. The costs of individual school programs are included in many of the school descriptions in this *Guide*.

Perhaps the greatest single determinant of cost (and of how to finance your education) is whether you enter a full- or part-time program. Most part-time candidates are able to cover educational costs out of current income, and the distribution of tuition over a longer period of time makes budgeting easier. Moreover, if you are working, your company might pay for your studies through a tuition reimbursement plan. Some organizations even provide leaves of absence, with pay and tuition, for full-time M.B.A. study.

On the other hand, many full-time M.B.A. students find it necessary to receive some assistance with the costs of securing the degree. Since there are many ways of financing an M.B.A., the cost of a full-time program should not necessarily deter you. Loans and scholarships are available through schools and other sources described below.

Another major cost differential depends on whether you attend a state or private school. State programs can be much less expensive—even if you are not a resident of that state.

It is usually wise to overestimate your costs, particularly because the costs of tuition, room, and board are likely to increase during your time in a program. On page 24 is a framework to use in calculating your costs and your income in order to estimate your financial need on entering an M.B.A. program.

Estimating Financial Need

Most of the schools described in this book have supplied an estimated cost for attending the program, and you can use this figure as a guide in computing your total costs. If the costs are not specified, you can obtain them by consulting the school's literature. Please note that some schools do not offer room and/or board, so if you plan to become a residential student at one of these programs, add in the estimated cost of rent and meals. In addition, keep in mind that the cost of goods and services vary greatly in different regions.

TY SAVINGS
ND LOAN

"I told you, Eunice—Federal regulations require a substantial penalty in case of early withdrawal."

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To use the chart that follows, begin by calculating the costs of obtaining the degree. Include tuition, room and board expenses, books, transportation (reflecting car maintenance costs and vacation trips), and health insurance, as well as any special costs such as dependent parents, children, or possible major medical expenses. It also is wise to allow for a tuition increase each year.

Next, calculate your cash resources. Some students are surprised to learn that loan and financial

$ $ $ How to Determine Financial Need $ $ $

Your decision to pursue a professional management degree may depend on finding sufficient funds. The guide below suggests how to analyze your own specific financial situation. The individual school descriptions in this book will help you complete this guide; additional information can be found in school brochures.

Step 1: Project tuition and living costs, per academic year...

Tuition $ ____________
Housing ____________
Food ____________
Books and other academic supplies ____________
Transportation (include car repairs and insurance) ____________
Health/medical and other insurance, or school's health service fee ____________
Average yearly medical and dental bills (not covered by school's services or insurance) ____________
Incidental expenses ____________

Step 2: Include special circumstances...

Tuition and living costs for spouse who will also be a student $ ____________
Support of parents, children, or other dependents ____________
Extraordinary medical and other unusual expenses ____________

Step 3: List currently available resources...

Bank accounts $ ____________
Real estate equity ____________
Other investments ____________
Social Security, veterans, and other benefits ____________
Support from parents or guardian ____________
Spouse's income ____________
Your income, if any ____________

Step 4: Estimate net financial requirements...

Step 1 total $ ____________
Add step 2 total + ____________
Equals estimated cost per academic year ____________
Subtract step 3 total – ____________
Equals approximate financial need for year ____________

Eventually your estimates will need to be refined, and you may find it useful to construct a chart to display data about tuition and general living costs at specific schools. Subtract your total estimate of currently available resources (step 3) from the cost total for each school. Remainders will provide an idea of the amount of financial assistance you should request for each program you are considering. Your results may differ somewhat from the "standard budgets" published by financial aid offices of individual schools. Present special personal circumstances fully and accurately. Aid officers may be able to adjust these budgets if acceptable expenses in excess of the standard budget can be documented.

aid officers may expect M.B.A. candidates to convert any assets—a car, stocks, bonds, trust funds—as well as use personal savings toward the cost of their education. Your spouse's income should be included among resources as well. In addition, parents may be expected to contribute money. According to federally set standards, a student is classified as a "dependent" of a parent if the student meets any *one* of the following criteria: a) was claimed as a financial dependent by a parent in the previous and current tax year, b) received more than $750 for support, or c) lived with a parent for more than six weeks. If a student is declared a dependent and he or she is applying for certain government funds, schools weigh the parents' *ability* to give financial help—not their *willingness*. This is also true in some cases for students applying for nongovernment monies. Check with financial aid officers of individual schools to find out their policy concerning this matter.

Finally, to estimate your financial need, subtract your cash resources from your total expenses.

Financing Your Education

As you can see from the following information, there are a number of sources for financial aid. Please refer to the descriptions of individual school programs in this *Guide* for more specific information on the financial aid available in different programs.

Scholarships and Fellowships

Possible sources of scholarships, grants, and fellowships are schools, foundations, businesses, professional and civic organizations, and state and federal governments. Some award these on the basis of merit alone, others on the basis of merit and need, and still others on the basis of need alone. Some of these forms of aid apply only to tuition and fees; others apply to living expenses as well. However, competition for this "free money"—funds which do not require repayment—is fierce.

Teaching and Research Assistantships

Many schools offer teaching and research assistantships to qualified students. As a teaching assistant you might evaluate and grade papers, tutor undergraduate students, and even teach undergraduate seminars and courses. As a research assistant you would work with faculty members on a research project, gaining valuable experience through this collaboration. Students are generally asked to work a given number of hours per week and are paid a flat sum. The chief drawback of an assistantship is that it may require so much time that it detracts from your academic work. For this reason, some schools do not offer assistantships to M.B.A. candidates.

IT'S GREAT TO BE IMPORTANT, BUT IT'S MORE IMPORTANT TO BE GREAT.

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Loans

Borrowing money is another way to gather funds for your education and is the major source of financial aid at some institutions. Loans vary in amount, rate of interest, and schedule of repayment and are granted by schools, banks and other lending institutions, and state and federal governments.

The federal government has two major loan programs for part- or full-time students—the National Direct Student Loan (NDSL), which is administered by the schools, and the Federally Insured Student Loan/Guaranteed Student Loan (FISL/GSL), which you must obtain on your own.* Sources for these loans include a limited number of colleges and universities and lending institutions such as banks, credit unions, and savings and loan associations.

According to the Education Amendments of 1980, qualified students enrolled at least half-time in graduate school may borrow up to $12,000 from the NDSL program, less any amount previously borrowed for undergraduate or graduate studies, through their schools. The maximum loan in a given year is $6,000. Repayment begins nine months after you leave school; the amount of the payment is determined by the size of the debt and your ability to pay (although the minimum annual payment is $360); and the interest rate is 4 percent of the balance. These loans are granted on the basis of need.

Qualified students enrolled at least half-time in graduate school may borrow up to $25,000 from the FISL/GSL program, less any amount previously borrowed. The maximum loan in a given year is $5,000. Interest is 9 percent of the balance, and the government will subsidize the interest while you attend school. Repayment begins 6 months after you leave school. Some state and local lenders may restrict borrowing on this plan.

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*Please note that the information about federal loans is based on changes made by Congress through the Education Amendments of 1980. Congress is currently reviewing federal student loan programs, and some features may change after this *Guide* is published.

You may be allowed up to 10 years for repayment of both loans. However, it is important to note that budgetary restrictions are applicable to all loans of this type; you should check on this with school financial aid officers.

It's also important to note that many graduate management programs will require you to accept school-based loans or a combination of NDSL and FISL/GSL, for instance, as part of an "aid package." To find out about federal loan programs, write for the free booklet, *A Student Consumer's Guide to Six Federal Financial Aid Programs,* from Basic Grants, Box 84, Washington, D.C. 20044.

Work/Study Programs, Part-Time Jobs, and Summer Jobs

In addition to assistantships, many schools offer part-time jobs to students, often as part of a work/study program. The federal government also offers work/study programs. Part-time jobs, whether on or off campus, are difficult to obtain and often cut into a student's academic and personal time. For this reason, some M.B.A. programs limit the number of hours you can work.

Summer jobs can help offset expenses, but don't count on major help from these, as well-paying summer jobs are at a premium.

Applying for Financial Aid

Generally, M.B.A. schools require financial aid applicants to submit a written statement to support their claims. This is a prerequisite if you are applying for federal or state monies.

In an effort to standardize these applications, some schools use the Graduate and Professional School Financial Aid Service (GAPSFAS) as their need analysis service. Students using this system answer questions on a standardized form about personal and family finances.

GAPSFAS analyzes and estimates the applicant's resources and sends its report to the schools requested by the applicant. The schools, in turn, decide how much (if any) and what kind of aid will be given. Information about GAPSFAS and the necessary forms can be obtained from the schools you are considering or by writing GAPSFAS, Box 2614, Princeton, NJ 08541.

Since some graduate management schools use different need analysis services, always check first with aid officers to determine the appropriate application forms.

Applications for aid generally must be made each year you are in school and wish to receive funds.

PERSONNEL
LEGGETT

"Just how long is 'all the live long day'?"

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When Should You Apply for Financial Aid?

It takes a long time for the various scholarship and loan agencies to process your applications, so begin your search for financial aid as early as possible. Note that the deadlines for applying for financial aid often precede the deadlines for applying to schools. You might find it helpful to draw up a chart listing all the various deadlines.

While your applications for financial aid do not affect your admission to schools, you will not in most cases be awarded the aid until after your acceptance by a particular school.

One of the best sources of financial aid information is the school financial aid office, which can tell you about all the loan and grant sources discussed above. Most school catalogs include descriptions of the financial aid that is available; if you have further questions, you can contact one of the school's financial aid officers.

In addition, you might try looking into financial aid programs sponsored by businesses, industrial organizations, credit unions, and special interest organizations such as professional societies, civic associations, and community groups that raise funds for scholarships. Your local Chamber of Commerce or Veteran's Administration unit may offer grants. The company for which you (or your parents) work may offer scholarships, direct payment of tuition (if you are the employee), or credit union loans.

Also, don't overlook the resources of libraries, which usually have financial aid directories and other materials relevant to scholarships and loans.

4 Special Interest Groups—Women, Minority, and Foreign Students

As interest in the M.B.A. has increased, so too has its appeal to women, members of minority groups, and foreign students. For women and minority students, the M.B.A. can serve as an "equalizer"—it can provide the qualifications for career opportunities that were previously unavailable. For foreign students, the M.B.A. can provide a solid management background that is applicable to employers both in the United States and overseas. In this chapter we discuss graduate management programs, financial aid, and management careers as they relate to these special interest groups.

Women

A decade ago it was rare to find a woman studying for an M.B.A. Today, women's enrollment in M.B.A. programs is increasing more rapidly than any other group. Women comprised only 4 percent of the 1972 master's degree graduates in business and management; the figure jumped to 7 percent in 1974 and was approximately 30 percent in fall 1980.

In earning the M.B.A. degree, women obtain the management skills and knowledge that allow them to analyze and solve organizational problems. The degree also signifies that they, like men, are serious about their careers and are motivated to work toward a career in management.

According to research conducted by the Association of MBA Executives, women M.B.A. graduates are now entering male-dominated business professions such as finance and accounting as well as male-dominated production industries. At the same time, women are obtaining higher management positions in business professions where inroads have already been made—personnel, consumer relations, and market research—and in industries such as cosmetics, toiletries, publishing, retailing, banking, and advertising.

Women are still conspicuously absent from all but the lowest-ranking management positions in industries such as mining and steel. However, heavy industry is beginning to pioneer training programs to attract women to the operational side of the enterprise. Therefore, heavy industry is a field that women with technical expertise plus advanced management skills might wish to consider when making a career decision.

Progress in management careers for women is being reflected in compensation. Recent male and female M.B.A. graduates have been offered equal starting salaries for comparable work. According to recent figures by the College Placement Council, this means an average of $19,650 for those with nontechnical undergraduate degrees and no prior work experience and $21,000 for those with technical undergraduate degrees and no prior work experience.

To encourage women's enrollment in graduate management schools and their subsequent management careers, a number of organizations have established financial aid programs directed at women. Women might also investigate financial aid offered by businesses, foundations, professional organizations, and local chapters of such organizations as the American Association of University Women (AAUW). Graduate schools may also administer scholarships and other aid earmarked for women; you can find out by checking with their financial aid offices.

Minority Group Students

Many graduate management schools and M.B.A. employers are attempting to increase the representation of Blacks, American Indians, Spanish-surnamed Americans, and Asian Americans. These efforts involve special funds and programs operated by business schools and other organizations and active recruiting of minority M.B.A. graduates by employers.

The demand for minority M.B.A.s among employers is very high, and the current minority enrollment—6 to 7 percent of the total enrollment—is insufficient to meet this demand. While minority enrollment increased rapidly during the late 1960s and early 1970s, the increase seems to have leveled off in the past few years. Although the number of minority students entering graduate business programs continues to increase, their percentage of the total enrollment has stabilized despite efforts by schools to increase it.

Minority students tend to enter the same careers as their nonminority counterparts, although it appears that the percentage of minority M.B.A.s who enter marketing is somewhat higher. According to the Consortium for Graduate Study in Management, an organization that offers financial aid to minority students, the most popular areas of academic concentration for consortium students are, in rank order, finance, marketing, accounting, and management information systems.

As for salaries, newly graduated minority M.B.A.s have been earning at least as much as nonminority graduates for comparable work; they sometimes earn more, due to the great demand for qualified minority M.B.A.s, and also to the fact that minority graduates tend to have more work experience than nonminorities.

To encourage enrollment in business and management programs by minority group members, a number of financial aid programs and other services have been established. Some major programs are listed below.

- The Consortium for Graduate Study in Management, mentioned above, actively recruits minority group students (Blacks, Cubans, Puerto Ricans, Mexican-Americans, and American Indians). Funded by businesses and foundations, the consortium awards fellowships that provide full tuition plus a $3,000 stipend for the first year of study and a $1,500 stipend for the second year. Schools that are consortium members are Indiana University, University of North Carolina, University of Rochester, University of Southern California, University of Wisconsin—Madison, and Washington University. A student must be admitted to one of these programs before he or she can be awarded a consortium fellowship and stipend. U.S. citizenship is required. For more information, write to the Consortium for Graduate Study in Management, 101 North Skinker Blvd., Box 1132, St. Louis, Missouri 63130.
- The Council for Opportunity in Graduate Management Education (COGME), initially funded by the Sloan Foundation and now by a variety of business and government organizations, awards financial aid to entering M.B.A. students in its participating schools. Awards are based on merit and need and generally cover 80 percent of a student's first-year needs. Participating schools are Carnegie-Mellon University, Columbia University, Cornell University, Dartmouth College (the Amos Tuck School), Harvard University, Massachusetts Institute of Technology, Stanford University, University of California at Berkeley, University of Chicago, and the University of Pennsylvania (the Wharton Graduate School). For additional information, write to the Council for Opportunity in Graduate Management Education, 675 Massachusetts Avenue, Cambridge, Massachusetts 02139.
- The League of United Latin American Citizens (LULAC) awards scholarships averaging between $350 and $400 on the basis of need and merit to minority-group graduate students, most of them from Hispanic backgrounds. Funds are derived from corporate donations and community fund-raising campaigns and are administered by 278 local councils throughout the United States. If you cannot locate a council in your area, contact LULAC, National Educational Services Centers, Inc., Suite 716, 400 First Street NW, Washington, DC 20001.

In addition to these organizations, financial aid officers may have information about other sources of funding that are administered by individual schools or by business or service organizations.

Foreign Students

The schools described in this book generally welcome applications from foreign students. Most expect foreign students to meet their regular admissions requirements. In most cases the admissions committee will require evidence of a student's ability to understand rapidly spoken idiomatic English, to participate actively in discussion, to read widely and quickly, and to write reports and other material.

Most graduate business and management schools require foreign students whose undergraduate training was not conducted in English to demonstrate their proficiency through the Test of English as a Foreign Language (TOEFL), which is administered by Educational Testing Service several times a year in cities throughout the world. For more information about TOEFL and an application, write to TOEFL, Box 899, Princeton, New Jersey 08541, U.S.A.

In addition, please note that the Graduate Management Admission Test, required by all schools described in this book, is offered only in English.

"Which do you think sounds better, Miss Hutton, 'All the problems of the world would be solved if people only understood each other', or, 'All the problems of the world would be solved if people would only stop trying to understand each other'?"

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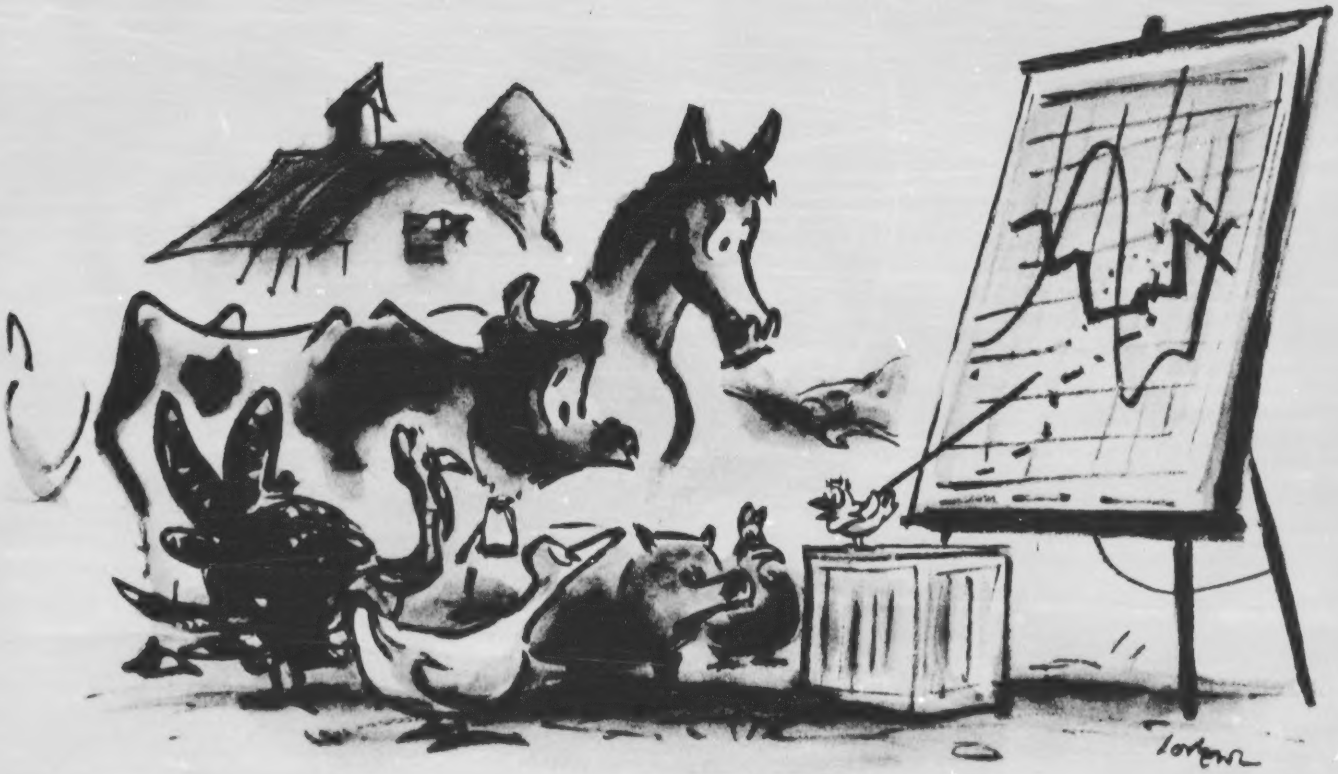
It is important for foreign students to apply to business and management schools early—at least a full year before the program begins. This is because foreign students' applications often take relatively longer to process, particularly if a student's undergraduate transcript is not written in English. Even after translation, it is often difficult for admissions officers to evaluate school programs that differ greatly from undergraduate programs in the United States.

It is also important to note that individual schools differ in their admissions requirements for foreign students; for example, some schools require students to complete their entire undergraduate education before they even apply to the graduate program. It also might be useful to inquire about the special services and financial aid they offer foreign students, and about the number of foreign students enrolled in the school. This type of information can be obtained by writing to the schools at the addresses indicated in the individual school descriptions.

For additional information about graduate management programs and opportunities, the following publications may be useful:

- Handbook on International Study for Foreign Nationals, published by the Institute of International Education, 809 United Nations Plaza, New York, NY 10017
- A Selected List of Major Fellowship Opportunities and Aid to Advanced Education for Foreign Nationals, published by the National Academy of Sciences, Washington, DC 20418
- Financial Planning for Study in the U.S.—A Guide for Students From Other Countries, published by the College Entrance Examination Board, 888 Seventh Avenue, New York, NY 10019



"And so, extrapolating from the best figures available, we see that current trends, unless dramatically reversed, will inevitably lead to a situation in which the sky will fall."

Drawing by Lorenz; © 1972
The New Yorker Magazine, Inc.

5 Careers in Management

In Chapter I we provided a general description of the manager's role; below we discuss management careers in different businesses and industries, in the public sector and not-for-profit organizations, and in entrepreneurial endeavors.

Managerial Functions

Management careers can be defined in terms of functions that are common to many types of organizations. Demand for M.B.A. graduates in the various functions fluctuates from year to year, but in recent years the majority of M.B.A. graduates have accepted positions in accounting, finance, marketing, and operations management.

There is no "typical" management career; a manager's role depends on his or her function, area of responsibility, the characteristics of the organization, and the degree of freedom the manager is encouraged to exercise. There are, however, certain similarities in the way that responsibilities are handled and delegated as an M.B.A. moves up the management ladder. These can be summarized as follows:

At the entry level of an organization, assuming you enter with no previous experience, you probably will be responsible for the detailed work in your area of expertise. Some employers provide a training program for people at the entry level; others rely on a learn-on-the-job approach.

At the next level you would have increased responsibility and decision-making authority for the area in which you work. In addition, you might supervise those performing the work you had formerly done. Your function increasingly would be to motivate and direct your staff as you help steer your area in the directions that you and other managers have determined.

After your next step up the management ladder, your scope of responsibility would increase; you might supervise people who perform a number of different functions. You might also be responsible for relationships with other companies and organizations to a greater extent.

At this level, and those that follow, you would be increasingly responsible for policy making, long-term planning, major financial decisions, and the overall allocation of personnel, materials, and investments.

To look at a specific case, consider the typical management progression in one of the eight major public accounting firms, as outlined on page 31. (Note that these firms have both auditing and consulting divisions.) While this chart does not necessarily apply to other enterprises, we have selected it because it provides a clear delineation of managerial responsibilities.

Salaries and Career Progress

Although the M.B.A. can provide you with valuable managerial skills, it is not a quick and easy route to success. While the degree can help you qualify for certain career positions, your progress in those positions will depend on such factors as your individual talents, knowledge, training, and motivation; your ability to take responsibility, work with others, and produce results; the nature, size, and growth rate of your employer.

The M.B.A. can provide the knowledge, expertise, and managerial skills that give you a competitive edge in these areas; it cannot guarantee career progress.

As for salary, what you earn will depend on your background, prior experience, the career path you take, and the type of organization or industry you enter. Positions within business and industry, for example, usually offer higher starting salaries than those in nonprofit organizations and, to some extent, in public sector employment. To gain a realistic appraisal of the salary you might expect after graduating from a particular school, you might check with the program's placement office.

Below, we describe M.B.A. careers in some of the areas where they most commonly work.

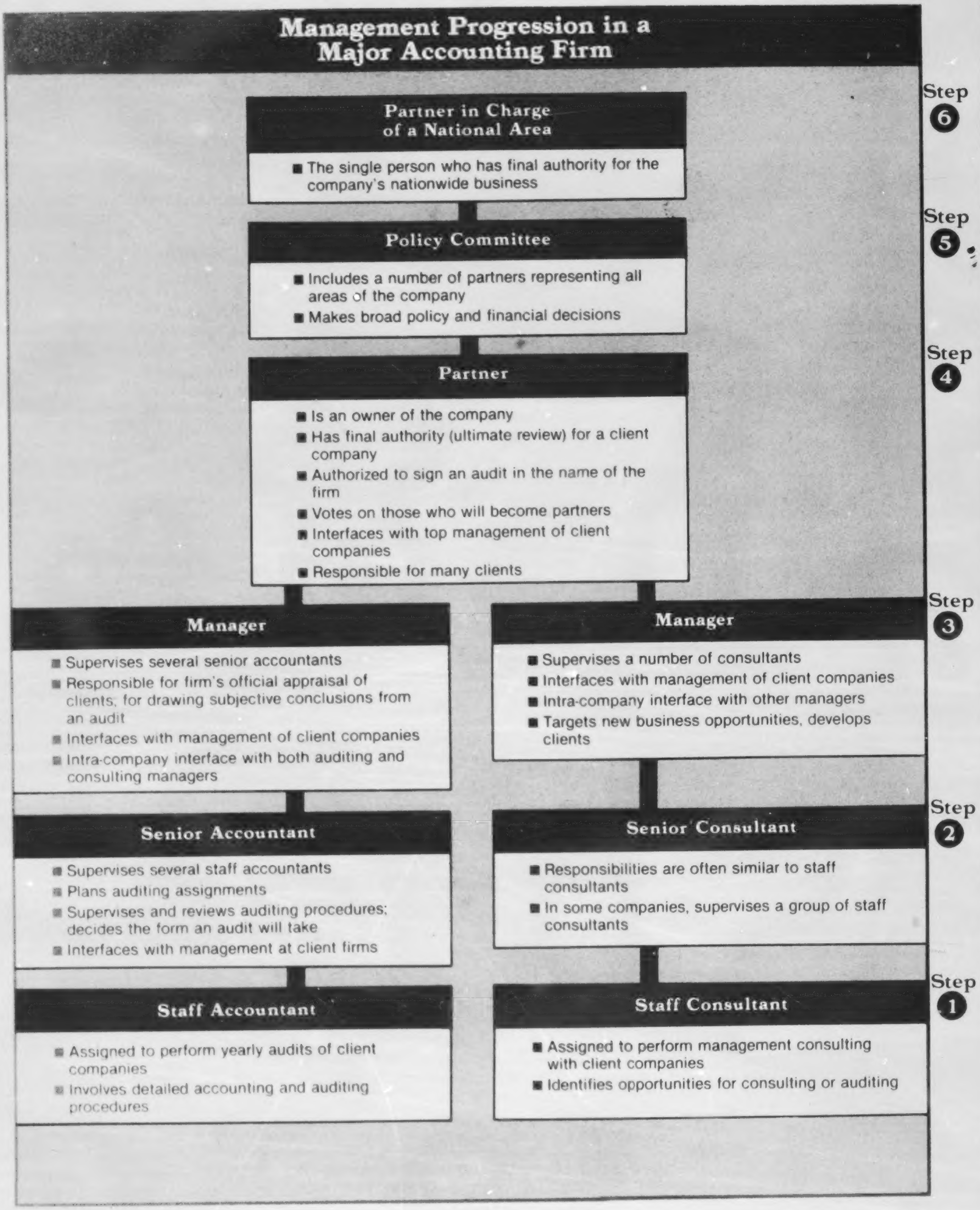
Careers in Business and Industry

FINANCE

Finance is a broad field that encompasses all areas of money management, from analyzing how a business uses its monetary and other resources to raising capital for a new investment. Most M.B.A. graduates who major in finance enter such fields as commercial banking, investment banking, and financial management in a variety of businesses and other organizations. And, due to the increasing use of electronic and computer systems in data processing, fund transfers, and credit card and checking/savings account transactions, a growing number of M.B.A. graduates with backgrounds in operations management have been attracted to the operations side of banking and finance.

M.B.A.s working in commercial banks (or in related institutions such as savings and loan associations) typically are involved in making credit and loan decisions, servicing loans, managing the bank's cash resources, and directing or advising companies or individuals on investments, trusts, and estates.

Management Progression in a Major Accounting Firm



Step 6

Partner in Charge of a National Area

- The single person who has final authority for the company's nationwide business

Step 5

Policy Committee

- Includes a number of partners representing all areas of the company
- Makes broad policy and financial decisions

Step 4

Partner

- Is an owner of the company
- Has final authority (ultimate review) for a client company
- Authorized to sign an audit in the name of the firm
- Votes on those who will become partners
- Interfaces with top management of client companies
- Responsible for many clients

Step 3

Manager

- Supervises several senior accountants
- Responsible for firm's official appraisal of clients; for drawing subjective conclusions from an audit
- Interfaces with management of client companies
- Intra-company interface with both auditing and consulting managers

Manager

- Supervises a number of consultants
- Interfaces with management of client companies
- Intra-company interface with other managers
- Targets new business opportunities, develops clients

Step 2

Senior Accountant

- Supervises several staff accountants
- Plans auditing assignments
- Supervises and reviews auditing procedures; decides the form an audit will take
- Interfaces with management at client firms

Senior Consultant

- Responsibilities are often similar to staff consultants
- In some companies, supervises a group of staff consultants

Step 1

Staff Accountant

- Assigned to perform yearly audits of client companies
- Involves detailed accounting and auditing procedures

Staff Consultant

- Assigned to perform management consulting with client companies
- Identifies opportunities for consulting or auditing

Investment banks advise corporations, municipalities, individual investors, and other major clients on how to invest their funds profitably. The banks are also directly involved in helping their clients obtain financing for major projects and enterprises, which often involves issuing stock and/or bonds; this is known as underwriting. In addition, investment banks are involved in arranging and financing corporate mergers and acquisitions.

Competition for positions in the investment banking industry (frequently identified with Wall Street and the securities markets) is keen; the number of positions is limited and the industry requires a great deal of imagination and hard work from those who aspire to executive positions. Most investment banks recruit newly graduated M.B.A.s from full-time programs and further train them in their own development programs.

The finance function within a corporation is concerned with measuring in dollars how effectively the company is using its resources; whether it is obtaining optimal value for its money; the amount of cash necessary to pursue certain enterprises; and how those enterprises should be financed.

ACCOUNTING

Accounting is concerned with the classifying, analyzing, measuring, and planning of an organization's costs and revenues, and devising systems to control these activities. As such, accounting is fundamental to virtually all organizations. In addition to analyzing the amount of cash spent in a given area and making sure that expenditures are classified properly, accountants design more efficient and accurate financial procedures for their clients or companies. M.B.A. graduates who go into accounting may work as public accountants (C.P.A.s) or accountants on the staffs of businesses and other organizations.

The largest public accounting firms handle most of the annual audits of publicly held companies; these audits are required by law. These firms, as well as many smaller ones, have consulting divisions so that clients can request a wide range of financial and nonfinancial consulting services.

Accountants who work directly on a company's staff might serve as financial analysts or internal auditors involved in such areas as resource allocation, management information systems, and some aspects of financial planning and control. Their jobs can be oriented toward budgeting and analysis or toward planning and forecasting.

CONSULTING

When organizations need special expertise to take advantage of an opportunity or to solve a problem, they often turn to management consulting firms. Some consultants specialize in a limited field, such as marketing or computer operations, while others take a broad and comprehensive approach to a wide variety of organizational problems. Some consulting operations are part of accounting firms, as mentioned above; all require people who are able to solve complex business problems and work with clients to implement the solutions. The type of work performed by consultants is illustrated in the chart on page 31.

Most M.B.A.s who join consulting firms have extensive prior work experience. The profession requires hard work and travel (consultants at one major firm are expected to be out on assignment one to four weekdays each week).

"Do you know what we need around here? A take-charge guy."

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MARKETING

The role of marketing is to determine consumers' desires, create products and services to fulfill those desires, and sell and distribute the products and services. Marketing involves products—both technical and nontechnical—as well as services. As such, it is a broad spectrum of activity encompassing private enterprise, nonprofit institutions, and public institutions.

Marketing is often based on market research, which helps determine what consumers want, what motivates them to buy particular products, and how much they are willing to pay for certain products. It is also closely tied to advertising and to the packaging, selling, and distribution functions.

One type of marketing that encompasses many of these areas is product management—also known as brand management—for a large company. Product management involves the promotion and distribution of a single product for a company that produces a large number of different products. M.B.A.s would generally enter this field as product (or brand) assistants and would be assigned to a group of three to five people. Each group would function like a business within a business, taking complete responsibility for sales, advertising, finance, market research, and other aspects of selling the product.

OPERATIONS MANAGEMENT

Operations management is concerned with the systems through which work is planned, performed, and assessed in all areas of an organization: operations can involve accounting procedures, computer systems, manpower planning, marketing services, and indeed the whole range of the firm's functional activities. The field requires people with a good sense of general management, plus the ability to apply systems to specific operational tasks. This can involve building a work flow model through the use of a simple chart or designing a sophisticated computer model.

The operations manager of a small company might concentrate on the working and coordination of all internal systems. He or she might be involved in the design of systems that plan and measure the company's growth, that organize reporting and information flow, or that track expenses and revenues. In a large corporation, the operations manager might be responsible for similar work on a divisional or departmental basis, and would probably concentrate on one particular area of operations.

Operations management is closely related to electronic data processing (EDP) and management information systems (MIS). Data processing is concerned with putting both objective and subjective information into a form that can be processed through a computer and then analyzing the results. Management information is concerned with determining what type of information a company requires, how to obtain it, and how to use it.

ENTREPRENEURIAL VENTURES

There are over 10 million entrepreneurial businesses in the United States—businesses founded and run by owner-managers—and this can be a key area for M.B.A.s to investigate as a career alternative.

Entrepreneurial ventures can range from inventing and marketing a new product to buying into a franchise; they can be a good opportunity for people who prefer to work independently and are willing to invest money and assume risk in achieving this goal. Entrepreneurial enterprises can often be categorized by their degree of risk and return. Some ventures might involve a large initial investment and substantial risk of failure, but they might offer very high rewards if they succeed. Other ventures might require a lesser investment and less risk, without the really high rewards.

While it's possible to start your own business immediately upon graduating from an M.B.A. program, most people wait until they have gained business experience in other companies. They can then take their knowledge and experience and apply it to a business of their own.

Careers outside Business

Increasingly, M.B.A.s are choosing to apply their managerial skills to government, educational institutions, health care institutions, philanthropic organizations, and the arts. These organizations recognize that management talent will help their organizations operate more effectively and as a result have increased their employment of M.B.A.s.

Below, we look at a few of these fields. For information about specific school programs that may offer electives or special programs geared to any of these fields, please consult the "Key Facts" section and school literature.

GOVERNMENT

Public employees currently comprise about 18 percent of the labor force, and public expenditures represent 33 percent of the gross national product. As a result, there is a growing need for M.B.A.s and people with similar graduate management degrees in both the political and administrative sectors of government at all levels; a need that has been recognized, judging by the wide variety of governmental positions now available to professional managers.

In the Environmental Protection Agency of one city, for example, an M.B.A. is using financial analysis techniques to project the effect that proposed regulatory legislation will have on business. Such a financial specialist might also analyze departmental agencies to identify and solve costly operational problems or could function as a revenue forecaster.

Several M.B.A.s are now serving as members of Congress, and a number of recent graduates with M.B.A.s or similar master's degrees in public policy, public administration, or public and private management work at the federal, state, and local levels.

"One of the most crucial tasks facing our society is to insure that we have effective management at all levels of government, because of the complexity of the issues involved and the massive implications of the actions taken," comments one dean of a major business school about his experience with M.B.A.s entering the public sector.

EDUCATIONAL ADMINISTRATION

Increasingly, educational institutions are hiring M.B.A.s at middle and senior levels to help manage these complex and challenging organizations. As budgetary problems increase, governmental regulations become more complex and far-reaching, and control problems become more profound, M.B.A.s trained in management skills have found enhanced opportunity to contribute in this environment.

Particularly, M.B.A.'s are being used in the finance area, in the management of large departments, and frequently in the direct line of academic administration itself. While many M.B.A. positions appear to be in large educational institutions, even small schools have found these skills to be of great use in increasing efficiency and effectiveness in the deliverance of educational programs.

ARTS MANAGEMENT

M.B.A.s are finding increasing acceptance in creative industries such as symphonies, dance and theater companies, and museums. With operational and financial problems paralleling those of the business world, these organizations are now looking for men and women who, in addition to being capable administrators, are knowledgeable about the arts and sensitive to the needs of artists and arts organizations. The overall responsibilities of an arts manager are to coordinate the business factors and the artistic goals of the organization and to build and maintain a sound financial foundation for its development.

For M.B.A.s interested in diversifying within the arts field, there is opportunity for movement among the art forms. In fact, advancement from a staff or associate position to top management has traditionally been accomplished through a series of jobs with increasing responsibility in different types of arts institutions.

HEALTH SERVICES ADMINISTRATION

Few industries are growing as rapidly as those associated with the delivery of health care. Currently, health fields employ nearly five million people and represent over 8 percent of the gross national product. According to Bureau of Labor Statistics projections, health care management positions will increase substantially in the next few years. For the management graduate, this means new opportunities in hospitals, medical education centers, health maintenance organizations, and government agencies.

Health care administrators play a key role in containing costs, improving the quality of health care, and increasing patients' access to services. For many men and women, a major attraction of this field is that managers frequently are given increased job responsibility more quickly than in the private sector, with the additional possibility of a rapid rise to top leadership roles.

SALES DEPT.
SALES

"Harkins has devised a terrific new sales angle—we make our product reliable, durable, and economical."

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OTHER NONPROFIT ORGANIZATIONS

It is only recently that a wide variety of relatively small, nonprofit organizations have recognized the value of hiring M.B.A. graduates to improve their management. Even though they don't operate to earn a profit, they must achieve their goals within a defined budget, and generally have the same type of managerial problems as for-profit organizations.

Positions in this field may not pay salaries as high as large corporations, but they can provide opportunities for more creativity, earlier overall responsibility, and personal satisfaction. Challenging jobs can be found in such nonprofit organizations as philanthropies, foundations, professional associations and councils, libraries, and youth centers.

Some enterprising graduates have created their own opportunities after recognizing the need for management expertise in advocacy groups concerned with such areas as urban development, environmental problems, and community affairs. Some have entered alternative businesses like food cooperatives, and many have marketed themselves to institutions that had never before considered using M.B.A. talent.

Summary

As you can see from the material presented in these introductory chapters, determining whether to earn an M.B.A., and where and how to apply to school, are decisions that require careful thought and consideration.

Beginning on page 127 of this *Guide,* you will find information about individual school programs that will help you make these decisions. All schools that require the GMAT of substantially all applicants were invited to provide information for this book. "Substantially all" is defined by the GMAC as "all applicants for the master's program except those who by virtue of visual or physical handicap are unable to write the test (even with the special arrangements available for handicapped candidates) or who because of late application are accepted provisionally, contingent upon their presenting a satisfactory score at the next administration of the test." Over 450 schools chose to submit descriptions of their management programs. Because the information was provided by the schools themselves, the GMAC is not able to guarantee its accuracy.

The school descriptive material has been summarized in chart form in the "Key Facts" section of the book for easy reference and comparison. You may want to use this section first to help identify those programs that will meet your particular needs.

A large section of the *Guide* is devoted to information that should prove helpful to you in preparing to take the Graduate Management Admission Test. A detailed description of the test, the types of questions, the skills measured, test strategies, and guidance on guessing are among the topics discussed. This material, used in conjunction with the sample GMAT beginning on page 79, should give you a better idea of what to expect when you take the test.

We hope this *Guide* assists you in making a careful and informed decision about graduate management education. Please let us know if you have any suggestions for improving it.

Key Facts about Graduate Schools of Management

Key Facts provides capsule information about the more than 450 schools included in this book. A more detailed description of each school is found on the page listed after the school's name. In order to use this section accurately to make some preliminary choices of graduate schools, it will be helpful to read the descriptions below. These paragraphs explain the individual segments of the tables beginning on page 38 and the method by which the information was gathered.

Schools were asked to provide separate data for the full- and/or part-time programs offered. Full-time programs are indicated in the "Key Facts" section by the designation (F) following the school's name; part-time programs by a (P). Because this was the first year that schools were asked to separate their information into full- and part-time categories, many did not clearly designate a category. The data about these schools may pertain to a full- or part-time program or it may include both. The description of each of these schools, which appears on the page given after the school's name, should include information on the types of programs offered by the school. A blank space in any category indicates that the school did not supply the data—either because it is not available or it is regarded as confidential.

Programs of Study. There will be an entry under "General Management Program" if the school's curriculum emphasizes management in general, rather than concentration in any one functional area. The categories under "Concentrations" do not refer to single courses within the core curriculum, but rather to advanced material that forms a major or concentration. Under "Joint Degrees" the schools have indicated any programs that they offer in conjunction with other graduate schools of their universities.

Doctoral Program. The enrollment of the school's doctoral program, either full-time or part-time, is given in this column.

Other Options. Schools indicated here whether students may take courses for credit in other schools of the university.

Entrance Dates. Schools were asked to indicate all those months in which students may begin a master's program.

Deferred Admit Policy. A deferred admit policy guarantees to a potential student the right to enroll in a future class at a date mutually agreed to by the student and the school. The number of variations on this policy precludes their being listed here. Schools which offer such programs to prospective students are indicated in this column. Students should request specific information from the school of their choice.

Length of Study. This figure in this column refers to the minimum number of months in which a student with a normal course load could expect to complete a master's program. A two-year, full-time program with two semesters of 15 weeks and the usual academic holidays may require 18 months for the master's degree. Part-time program length reflects normal part-time course loads.

Applicants/Enrollment for 1979-80. Schools were asked to give the actual (or approximate) number of students who applied for admission for the 1979-80 academic year and the number of those who enrolled for the first time during that year.

Characteristics of the 1979-80 Entering Class. Schools were asked to provide the following data:

- The percentage of minority students (including American Indian, Black/Negro/Afro-American, Mexican American/Chicano, Oriental/Asian-American, and Puerto Rican) in the class that entered the program during 1979-80.
- The percentage of women students in that class.
- The percentage of foreign students in that class.
- The average age of the students when they entered the program.
- The percentage of students who had undergraduate degrees in the Humanities (includes English, other languages, philosophy, and fine arts); Social Science (includes economics, sociology, psychology, political science, history, education, and government); Business and Commerce (includes accounting, management, business education, industrial relations, marketing, and finance); Science and Engineering (includes mathematics, architecture, biological and physical sciences, statistics, and all engineering disciplines); and other fields.
- The percentage of the students who had already attained a graduate degree.
- The range of GMAT scores of the middle 80% of their entering students—to obtain this range, the schools eliminated the 10% of students who scored on the top end of the distribution and the 10% who scored on the low end.

- The range of TOEFL scores for the middle 80% of entering students using the same procedure detailed above.
- The range of grade-point average for the middle 80% of entering students—schools could elect to use either 2-year or 4-year GPA's.
- The percentage of entering students who had full-time *continuous* work experience of one or more years.
- The percentage of students who entered the program directly from undergraduate school.

April 15. An entry in this column indicates a school that adheres to a common annual date of April 15 prior to which no applicant for fall term admission to a graduate management program would be required to accept or reject offers of admission or financial assistance. The purposes of this standard date are to reduce confusion among applicants for admission to graduate management programs, to eliminate certain competitive aspects among schools (which are not in the applicant's best interests), and to make the application-admission process more orderly.

Financial Assistance. Schools were asked to indicate all those forms of financial assistance offered to master's students. It cannot be assumed, however, that a school will offer a particular form of aid in all its programs.

GAPSFAS. Schools were asked to indicate if they require applicants for financial aid to file through the Graduate and Professional School Financial Aid Service (GAPSFAS), a central need analysis agency (see page 26 for further information on GAPSFAS).

Placement Service. School indicate whether they maintain their own placement service as opposed to using a university-wide placement service.

Placement Data Available. Many schools publish placement data which contains information about starting salaries, placement in various career fields, number of employers interviewing on campus, and geographical areas in which graduates are placed. Schools that make such data available to applicants upon request are indicated here.

AACSB. While most M.B.A. programs are offered by schools which possess institutional accreditation, some programs have also met the standards of the American Assembly of Collegiate Schools of Business (AACSB), the national accrediting agency for baccalaureate and master's degree programs in business administration. AACSB accreditation standards address such considerations as faculty resources, the curriculum, admissions, and library, computer, classroom and other support facilities. M.B.A. programs accredited by AACSB are designated by a dot in this column.

School Name and Page Number (F) = Full-time program (P) = Part-time program	Programs of Study Offered																			Doctoral Program	Other Options	Entrance Dates											
		Concentrations															Joint Degrees																
	General Management Program	Accounting	Arts Administration	Behavioral Sciences	Economics	Finance	Health Services	International Business	Management Information Systems	Management	Marketing	Production/Operations Management	Public Policy or Administration	Quantitative Analysis	Real Estate and Insurance	Transportation	M.B.A./J.D.	M.B.A./Engineering	Other Joint Degrees	Total Doctoral Enrollment	Students Can Take Courses for Credit in Other Schools of University	January	February	March	April	May	June	July	August	September	October	November	December
ALABAMA																																	
128 Alabama A&M University (F)	●	●				●			●	●	●											●					●		●				
137 Auburn University (F)	●	●			●																	●		●		●				●			
417 Troy State University (F)																					●	●		●			●			●			
422 University of Alabama in Birmingham	●	●					●												●	11	●			●						●			
492 University of North Alabama (P)		●			●					●	●											●					●		●				
518 University of South Alabama																																	
ALASKA																																	
423 University of Alaska—Anchorage	●												●		●				●		●	●				●		●	●				
424 University of Alaska—Fairbanks (P)	●																					●								●			
ARIZONA																																	
129 American Graduate Sch. of Inter'l Mgt. (F)	●					●		●			●								●			●	●				●			●			
133 Arizona State University																																	
323 Northern Arizona University (F)	●	●							●										●					●									
426 The University of Arizona	●	●			●	●			●	●	●		●				●			53		●					●	●	●				
ARKANSAS																																	
134 Arkansas State University	●	●						●	●	●												●					●	●	●				
427 University of Arkansas	●	●		●	●	●		●		●	●			●	●	●				140		●				●		●	●				
CALIFORNIA																																	
141 Azusa Pacific College (F)	●	●			●	●			●	●	●			●						0	●						●			●			
158 California Lutheran College (P)	●			●	●					●	●		●	●									●				●			●			
159 California Polytechnic State U. (F)	●			●		●				●	●										●									●			
160 California State College, Bakersfield																																	
161 California State College, San Bernardino (P)	●			●		●				●	●			●							●	●			●					●			
162 California State College, Stanislaus																																	
163 California State Polytechnic U., Pomona (F)	●																		●		●	●		●			●			●			
163 California State Polytechnic U., Pomona (P)	●																		●		●	●		●			●			●			
164 California State University, Chico (F)	●	●																				●								●			
165 California State University, Dominguez Hills	●																					●			●		●			●			
166 California State University, Fresno	●	●				●			●	●	●				●	●						●					●	●	●				
167 California State University, Fullerton	●	●			●	●		●		●	●			●									●							●			
168 California State University, Hayward	●	●				●				●	●	●		●							●	●		●			●			●			
169 California State U., Long Beach (F)	●	●		●	●	●		●	●	●	●	●		●	●	●						●							●				
170 California State University, Los Angeles		●			●	●	●	●	●	●	●											●		●			●				●		
171 California State University, Northridge (P)	●	●				●				●	●		●							0	●	●								●			
172 California State University, Sacramento	●	●							●				●				●				●	●								●			
183 Chapman College	●																				●		●				●			●			
186 Claremont Graduate School	●	●			●	●		●	●	●	●			●					●	42		●								●			
239 Golden Gate University		●	●	●		●	●	●	●	●	●		●		●	●	●		●	95	●	●				●				●			
247 Humboldt State University	●				●				●	●	●		●								●	●		●						●			
281 Loyola Marymount University (P)	●	●			●	●		●	●	●	●	●		●									●				●			●			
379 San Diego State University	●	●		●		●		●	●	●	●	●		●	●							●								●			
380 San Francisco State University	●	●				●		●	●	●	●			●		●						●								●			

Deferred Admit Policy	Length of Study	Applicants/ Enrollment for 1979-80		Characteristics of 1979-80 Entering Class															April 15*	Financial Assistance			GAPSFAS	Placement Service	Placement Data Available from School on:				AACSB	
								Percentage with Degree in:																						
School Offers This Option to Students	Minimum Number of Months to Obtain Degree	Number of Students Who Applied for Admission	Number of Students Who Enrolled for the First Time	Percentage of Minority Students	Percentage of Women Students	Percentage of Foreign Students	Average Age of Students at Matriculation	Humanities	Social Sciences	Business and Commerce	Science and Engineering	Other Fields	Percentage Having Graduate Degree	Range of Middle 80% of Students' GMAT Scores	Range of Middle 80% of Students' TOEFL Scores	Range of Middle 80% of Students' Undergraduate GPA	Percentage of Students Having One or More Years of Full-Time Work Experience	Percentage of Students Entering Directly from Undergraduate School	Common Date for Applicant Reply	Scholarships/Fellowships	Teaching/Research Assistantships	Loans	Required for Financial Aid	Separate Placement Service for Management Students	Starting Salaries	Career Placement	Campus Interviews	Geographic Placement	Master's Program Accredited by	Page Number
	18	235		80	35	40	22	10	20	60	10		7	250-435	500-560	2.5-3.0	45	35	●	●	●	●				●	●	●		128
	12	100	50	.1	28	1	24			30	10	60									●	●			●	●	●		●	137
●	12																				●	●	●		●	●	●			417
●	12	300	150														98				●	●							●	422
	12	65	50																											492
																														518
	18																		●	●	●	●								423
	12	21	21	19	29	5		14	33	29	24		14	413-593		2.50-3.70	90	10				●								424
●	12	1901	837	3	28	26	26	20	44	25	7	4	11				83	34		●		●	●	●	●	●	●	●		129
																													●	133
	12	80	30	10	24	9	25	1	35	43	13	8	3	425-525	500-600	2.75-3.25	40	60	●	●	●	●			●		●		●	323
●	16	666	173		30	3	27						5			2.7-3.5	90	10		●	●	●			●		●		●	426
	9	30	20	15	30	10	25		5	60	25	10	3		525-625	2.75-3.60	60	40	●		●					●	●			134
●	12	250	200	5	30	10	25	8	9	60	15	8	5	400-600		2.5-3.7	70	50		●	●	●			●	●	●		●	427
●	20	40	13	5	25	35	25			100							50	75		●		●				●	●			141
	12	137	127	10	26	1	35							400-600	500-700	2.75-3.25						●								158
	18	54	34	6	18	3	26	9	18	21	21	31	3	451-569		2.92-3.67	62	47	●		●	●			●		●	●		159
																														160
	9	90	39	10	35	10	32	10	15	50	10	5	10				70	30	●	●	●	●			●					161
																														162
	9	50	25	10	30	75	25	5	10	40	40	5	5	440-550	550-565	2.7-3.2	75	10	●	●	●	●					●			163
	18	200	100	20	30	20	30	5	10	40	40	5	5	440-500	550-565	2.7-3.2	90	10	●	●	●	●					●			163
	9	60	28	4	18	3	28	10	20	50	20		10		450-480	2.9-3.5	25	60			●	●			●	●	●	●	●	164
	12	500	250	10	10	10	28	5	5	50	20	10	10				50	50		●	●		●		●	●	●			165
	12	350	105	20	20	30	24																						●	166
	10	730	199	5	30	5	27	13	13	46	28		6	454-618	500-600	2.82-3.73	60	20		●	●	●			●	●	●	●	●	167
	12	589	351																			●							●	168
	12																			●	●	●							●	169
	12																												●	170
	18	702	246																											171
	10	643	350	5	14	4	30							420-480					●		●				●	●	●	●	●	172
●	14																			●	●	●				●	●			183
	24	208	61		25	31														●	●	●								186
●	20	4359	3957	21	30	2	30										90	10	●	●		●				●	●			239
●	12	32	22	0	50	5	29	17	9	43	17	14	0				87	13		●	●	●			●	●	●	●		247
	18	225	105	10	40	5	27																							281
	9	904	250	1	22	6				35			2	500-600		3.0-3.4			●		●	●							●	379
	9			15	40		28	5	36	44	15		20	420-580			60	20	●					●		●	●		●	380

*See page 37 for explanation

School Name and Page Number (F) = Full-time program (P) = Part-time program	Programs of Study Offered																		Doctoral Program	Other Options	Entrance Dates											
		Concentrations															Joint Degrees																
	General Management Program	Accounting	Arts Administration	Behavioral Sciences	Economics	Finance	Health Services	International Business	Management Information Systems	Management	Marketing	Production/Operations Management	Public Policy or Administration	Quantitative Analysis	Real Estate and Insurance	Transportation	M.B.A./J.D.	M.B.A./Engineering	Other Joint Degrees	Total Doctoral Enrollment	Students Can Take Courses for Credit in Other Schools of University	January	February	March	April	May	June	July	August	September	October	November	December
381 San Jose State University	●																				●	●							●				
387 Sonoma State University																																	
390 Stanford University (F)	●	●		●	●	●	●	●	●	●	●	●	●	●	●	●	●			76	●									●			
433 University of California, Berkeley	●	●		●	●	●		●		●	●		●		●		●			74										●			
434 University of California, Davis (F)	●					●				●			●						●		●										●		
435 University of California, Irvine (F)	●	●		●	●				●	●			●	●		●				22	●	●								●			
436 University of California, Los Angeles (F)		●	●	●	●	●	●	●	●	●	●	●	●	●	●		●		●	125	●									●			
436 University of California, Los Angeles (P)		●		●	●	●		●	●	●	●	●	●	●	●						●									●			
460 University of Judaism (P)																						●					●			●			
512 University of San Diego (F)	●																●				●	●					●			●			
512 University of San Diego (P)	●																●				●	●					●			●			
513 University of San Francisco (F)						●		●		●	●										●		●			●				●			
513 University of San Francisco (P)						●		●		●	●										●		●			●				●			
514 University of Santa Clara	●																●					●		●			●			●			
522 University of Southern California (F)		●		●	●	●		●	●	●	●	●		●	●		●	●	●	60													
522 University of Southern California (P)		●		●	●	●		●	●	●	●	●		●	●		●	●	●	0													
575 Whittier College (F)				●		●				●	●						●				●		●				●			●			
575 Whittier College (P)				●		●				●	●						●				●		●				●			●			
COLORADO																																	
196 Colorado State University (F)	●	●				●			●	●	●										●	●					●			●			
355 Regis College (P)		●				●														0		●				●		●		●			
441 University of Colorado		●				●			●	●	●	●				●				57		●					●			●			
445 University of Denver		●				●		●		●	●		●	●	●		●		●			●		●			●			●			
CONNECTICUT																																	
225 Fairfield University (P)						●																●								●			
243 The Hartford Graduate Center	●			●			●		●			●										●				●				●		●	
354 Quinnipiac College (P)		●					●	●	●												●		●				●			●			
368 Sacred Heart University																																	
430 University of Bridgeport	●	●		●	●	●		●	●	●	●			●								●					●			●			
442 University of Connecticut (F)		●				●	●	●		●	●				●		●		●	0										●			
442 University of Connecticut (P)		●				●	●	●		●	●				●		●				●	●								●			
451 University of Hartford (F)		●		●	●	●	●	●	●	●	●		●	●	●							●				●				●			
451 University of Hartford (P)		●		●	●	●	●	●	●	●	●		●	●	●							●				●				●			
566 Western Connecticut State College	●	●				●				●	●		●									●								●			
586 Yale University (F)	●						●										●		●	60	●									●			
DELAWARE																																	
581 Wilmington College (F)	●																					●		●			●			●		●	
581 Wilmington College (P)	●																					●		●			●			●		●	
DISTRICT OF COLUMBIA																																	
131 The American University (F)		●			●	●		●			●						●					●				●				●			
131 The American University (P)		●			●	●		●			●						●					●				●				●			
232 The George Washington University (F)	●	●		●	●	●		●	●	●	●	●	●	●			●				●	●					●			●			
234 Georgetown University (F)	●	●																		0	●									●			
234 Georgetown University (P)		●																		0	●									●			

Deferred Admit Policy	Length of Study	Applicants/ Enrollment for 1979-80		Characteristics of 1979-80 Entering Class															April 15*	Financial Assistance			GAPSFAS	Placement Service	Placement Data Available from School on:				AACSB	
								Percentage with Degree in:																						
School Offers This Option to Students	Minimum Number of Months to Obtain Degree	Number of Students Who Applied for Admission	Number of Students Who Enrolled for the First Time	Percentage of Minority Students	Percentage of Women Students	Percentage of Foreign Students	Average Age of Students at Matriculation	Humanities	Social Sciences	Business and Commerce	Science and Engineering	Other Fields	Percentage Having Graduate Degree	Range of Middle 80% of Students' GMAT Scores	Range of Middle 80% of Students' TOEFL Scores	Range of Middle 80% of Students' Undergraduate GPA	Percentage of Students Having One or More Years of Full-Time Work Experience	Percentage of Students Entering Directly from Undergraduate School	Common Date for Applicant Reply	Scholarships/Fellowships	Teaching/Research Assistantships	Loans	Required for Financial Aid	Separate Placement Service for Management Students	Starting Salaries	Career Placement	Campus Interviews	Geographic Placement	Master's Program Accredited by	Page Number
	10	281	141		35		30			41			10																●	381
																														387
●	18	5000	800	12	23	18	26						20				89	15		●		●	●	●	●	●	●	●	●	389
	9	2655	260	11	33	9	26			23	19	4	10				64	36	●	●	●	●	●	●	●	●	●	●	●	433
																														434
●	20	307	97	8	41	12	28	7	37	14	25	16	12	422-623		3.0-3.9	41	45	●	●	●	●								435
●	18	3200	395	9	40	15	25	27	37	18	20	0	15	550-690	560-630	3.3-3.8	86	15	●	●	●	●		●	●	●	●	●	●	436
	36	260	55	5	35		30	24	36	7	33	0	50	530-650		3.1-3.8	100	0	●			●		●	●	●	●	●	●	436
●	36	21	16		61	6	37	25	37	25	0	8	12				94	0	●	●		●			●	●	●	●		460
●	12	40	20	17	33	25	30	7	32	50	7	4	5	450-550			20	80		●	●	●		●		●	●	●	●	512
●	24	138	69	25	26	3	30	7	32	50	7	4	16	450-550			20	10		●	●	●		●		●	●	●	●	512
●	12	600	100	3	30	25	26	10	20	50	15	5	3	430-600	550-600	2.6-3.7	65	35	●		●	●	●		●	●	●			513
●	30	400	65	2	31	24	26	15	10	50	20	5	3	430-600	550-600	2.6-3.6	80	20							●	●	●			513
●	12	1014	503		39		28	15	31	18	36		30	500-650		2.75-3.75	85	15		●	●	●		●	●	●	●	●	●	514
●	14	1242	250	8	41	11	27	10	15	34	18	5	5	462-621	580-650	2.84-3.78	70	30	●	●	●			●	●	●	●	●	●	522
●	36	700	250	8	35	11	27	10	15	34	18	5	5	462-621	580-650	2.84-3.78	100	0	●					●	●	●	●	●	●	522
	12	30	20	10	20	30	28	15	25	40	15	5	15	425-550	540-630	2.8-3.7	80	30	●	●		●								575
	24	50	30	10	20	5	32	15	30	35	20	0	15	460-570		2.6-3.6	100	20	●	●		●								575
	12	250	123	6	28	6	24	14	15	50	13	8	6	425-574	560-587	2.8-3.7	67	26	●	●	●	●			●	●	●	●	●	196
●	18	121	96	13	28	5	34	10	22	41	19	8	12	450-575		2.8-3.4	98	2	●						●	●	●			384
		1390	446	2	38	5																							●	441
●	18	500	159	3	33	7	28		37	31	22	10		416-624					●	●	●	●	●	●	●	●	●	●	●	446
●	21																		●	●										225
	16		182		21	5	28										90	10												243
●	24	148	75	11	55	3				90			4	433-555			96	4				●								354
																														368
●	12	198	109	5	30	10	28	5	20	35	30	10	4				98	5		●	●	●				●	●			430
	11	350	102	9	30	10	24		21	49	18	12	4	457-585			37	53			●	●	●	●	●	●	●		●	442
	16	333	234	4	42	1	27		10	35	24	31	15	445-597			97	3	●										●	442
●																	80	20		●	●						●			451
●	84	350															80	20												451
																														566
●	18	1350	135	10	50	12	26	50	30	2	10	8	25				98	2	●	●	●	●	●	●		●	●	●		580
●	18	80	60	3	2	2	30		20	30	30	10	10				100	10			●	●								581
●	36	40	30	3	2	2	30		20	30	30	10	10				100	10				●								581
●	24	187	76		41	10																								131
●	36	344	68		47	10																								131
	12	952	383																●	●	●	●								232
	24	80	35																●	●	●	●	●	●						234
	27	85	35																●		●	●	●	●	●	●	●	●		234

*See page 37 for explanation

School Name and Page Number (F) = Full-time program (P) = Part-time program		Programs of Study Offered																			Doctoral Program	Other Options	Entrance Dates											
			Concentrations															Joint Degrees																
		General Management Program	Accounting	Arts Administration	Behavioral Sciences	Economics	Finance	Health Services	International Business	Management Information Systems	Management	Marketing	Production/Operations Management	Public Policy or Administration	Quantitative Analysis	Real Estate and Insurance	Transportation	M.B.A./J.D.	M.B.A./Engineering	Other Joint Degrees	Total Doctoral Enrollment	Students Can Take Courses for Credit in Other Schools of University	January	February	March	April	May	June	July	August	September	October	November	December
246	Howard University (F)	●						●						●									●							●				
447	University of the District of Columbia																																	
	FLORIDA																																	
144	Barry College (P)	●	●								●												●				●	●			●			
227	Florida Atlantic University (F)	●	●				●																●				●				●			
228	Florida International University (P)	●	●				●		●	●						●							●				●			●				
330	Nova University (P)	●	●					●				●		●				●			100	●	●			●			●			●		
363	Rollins College (F)		●	●	●	●	●		●		●	●		●									●								●			
363	Rollins College (P)		●	●	●	●	●		●		●	●		●									●								●			
402	Stetson University (F)	●	●																			●	●	●				●			●			
402	Stetson University (P)	●	●																			●	●	●				●			●			
438	University of Central Florida (F)	●	●			●					●	●											●					●		●				
449	University of Florida (F)	●	●		●	●	●	●		●	●	●	●	●	●	●		●			80	●								●				
471	University of Miami	●	●	●	●	●	●	●	●	●	●	●		●	●		●	●	●	●	0	●						●		●				
521	University of South Florida		●			●	●		●	●	●	●	●		●							●	●					●		●				
	GEORGIA																																	
136	Atlanta University																																	
138	Augusta College (F)		●					●			●												●		●			●			●			
138	Augusta College (P)		●					●			●												●		●			●			●			
147	Berry College (F)	●																					●		●			●			●			
198	Columbus College — The U. Sys. of Georgia																																	
223	Emory University (F)	●	●				●				●	●						●													●			
235	Georgia College	●																				●	●			●		●			●			
236	Georgia Institute of Technology (F)		●		●	●	●				●	●	●		●				●	●	6	●									●			
237	Georgia Southern College (P)	●																					●	●	●	●	●	●	●	●	●	●	●	●
238	Georgia State University	●	●		●	●	●	●	●	●	●	●			●	●					160		●		●			●			●			
297	Mercer University in Atlanta (P)	●	●			●	●			●	●	●								●			●		●			●			●			
450	University of Georgia (F)	●	●	●	●	●	●		●	●	●	●	●	●	●	●	●	●		●	80	●	●		●			●			●			
553	Valdosta State College (P)		●			●	●				●	●										●	●		●			●			●			
562	West Georgia College (F)	●																					●		●			●			●			
562	West Georgia College (P)	●																					●		●			●			●			
	HAWAII																																	
162	Chaminade University of Honolulu (F)	●	●																				●			●			●			●		
452	University of Hawaii at Manoa	●	●			●	●		●	●	●	●			●	●	●	●	●	●		●	●								●			
	IDAHO																																	
149	Boise State University (F)	●	●																			●	●					●		●				
149	Boise State University (P)	●	●																			●	●					●		●				
248	Idaho State University	●																				●	●					●		●				
456	University of Idaho (F)	●				●														●		●	●					●		●				
	ILLINOIS																																	
154	Bradley University	●																					●							●				
206	DePaul University		●			●	●		●	●	●	●	●		●			●		●			●		●			●			●			
218	Eastern Illinois University	●																					●					●		●				

Deferred Admit Policy	Length of Study	Applicants/ Enrollment for 1979-80		Characteristics of 1979-80 Entering Class															April 15*	Financial Assistance			GAPSFAS	Placement Service	Placement Data Available from School on:				AACSB	
								Percentage with Degree in:																						
School Offers This Option to Students	Minimum Number of Months to Obtain Degree	Number of Students Who Applied for Admission	Number of Students Who Enrolled for the First Time	Percentage of Minority Students	Percentage of Women Students	Percentage of Foreign Students	Average Age of Students at Matriculation	Humanities	Social Sciences	Business and Commerce	Science and Engineering	Other Fields	Percentage Having Graduate Degree	Range of Middle 80% of Students' GMAT Scores	Range of Middle 80% of Students' TOEFL Scores	Range of Middle 80% of Students' Undergraduate GPA	Percentage of Students Having One or More Years of Full-Time Work Experience	Percentage of Students Entering Directly from Undergraduate School	Common Date for Applicant Reply	Scholarships/Fellowships	Teaching/Research Assistantships	Loans	Required for Financial Aid	Separate Placement Service for Management Students	Starting Salaries	Career Placement	Campus Interviews	Geographic Placement	Master's Program Accredited by	Page Number
	16	267	39	97	84	31		3	8	12	71	7	5	300-482		2.03-3.64				●	●	●	●	●			●		●	346
																														447
	12	50	40	30	50	10	27	20	20	40	10	10	10	400-450		2.7-3.0	90	10	●							●	●			144
●	15	378	179	3	41	14	27	1	9	70	15	5	2	440-580	550-640	2.75-3.60	75	25		●	●	●			●	●	●	●	●	227
	18	299	250	10	25	25	34													●	●	●		●	●	●	●	●		228
●	16	450	250	10	40	5	30	10	60	25	10	5	5	450-550	450-600	2.7-3.5	95	5			●	●								330
	18	74	34		25	15	25	27	30	33	6	4	8	450-540	550-650	2.5-3.5	76	24		●	●	●	●	●	●	●	●	●		363
	18	177	64	10	36	0	29	10	10	50	14	16	10	480-540	550-650	2.5-3.5	100	5		●	●	●	●	●	●	●	●	●		363
	12																			●	●	●				●	●			402
	12																									●	●			409
●	12	345	153	3	37	2	29	12	13	59	16		17	442-586	562-594	2.86-3.51	23	18		●	●	●							●	438
	16		183	14	23	9	26																						●	448
●	9	550	230	5	30	10	26	14	24	34	19	9					50	50	●		●	●							●	471
	12	800	486	5	40	1	25	6	14	37	19	19	3	450-580	550-580	2.7-3.6	75	27		●	●	●			●	●	●	●	●	521
																														136
	12	11	5														80	20		●					●	●	●	●		138
	16	19	16														80	20		●					●	●	●	●		138
	24																													147
																														165
●			104	3	27	5	24	38	17	28	17			473-616	547-627	2.7-3.7	35	65	●	●	●			●	●	●	●	●	●	223
	12	75	70	10	20	5	30		10	60	20	10	10	400-550		2.4-3.5	70	30			●	●								235
●	18	360	68	2	30	18	24	8	18	30	41	3	14	475-607	590-610	2.7-3.6	60	30	●	●	●	●			●	●	●	●	●	236
●	12	60	20	10	40	10	27						5	400-500		2.4-3.5	60	25	●	●		●				●	●	●		237
●	12	5088	1465	10	28	10	27	11	11	46	23	7	10	410-550		2.3-3.4	80	50		●	●	●		●	●	●	●	●	●	238
●		567	410																			●								297
●	12	2600	310	2	27	9	24	10	12	58	6	14					43		●	●	●	●		●	●	●	●	●	●	450
●	16																			●	●	●			●	●	●	●		553
	12	6	4		25	75														●		●				●	●			562
	12	24	16	5	20	10														●		●				●	●			562
	15		80	30	25	15	27	5	20	60	5	10	10				60	20			●	●			●	●	●			182
	24	660	175		40	10	27						12				75	25	●		●	●			●	●	●	●	●	452
	12	6	6	5	10	3	25	10	15	70	0	5	0				50	50		●	●	●	●		●	●	●	●		149
	24	55	50	5	35	1	29	6	10	55	25	5	2				95	5		●	●	●	●		●	●	●	●		143
●	11			0	20	5	26	5	10	50	30	5	10	450-600		2.9-3.4	60	30			●	●							●	248
	9	54	23	9	30	9	28	17	9	39	13	22	0	406-602		2.6-3.5	57	43		●		●								456
●	18	80	35	5	15	5	28	10	10	30	40	10	5	450-520			80	20	●		●			●						154
●	10	2483	1608	5	34	1				60				440-590					●		●	●	●						●	206
	12	385						4	6	61	16	13	1								●	●			●	●	●			210

*See page 37 for explanation

	School Name and Page Number (F) = Full-time program (P) = Part-time program	Programs of Study Offered																			Doctoral Program	Other Options	Entrance Dates											
			Concentrations															Joint Degrees																
		General Management Program	Accounting	Arts Administration	Behavioral Sciences	Economics	Finance	Health Services	International Business	Management Information Systems	Management	Marketing	Production/Operations Management	Public Policy or Administration	Quantitative Analysis	Real Estate and Insurance	Transportation	M.B.A./J.D.	M.B.A./Engineering	Other Joint Degrees	Total Doctoral Enrollment	Students Can Take Courses for Credit in Other Schools of University	January	February	March	April	May	June	July	August	September	October	November	December
233	George Williams College (P)				●			●			●			●								●	●		●			●	●	●	●			
241	Governors State University (P)	●																				●	●				●		●		●			
249	Illinois Benedictine College (P)	●	●				●			●	●	●	●									●	●		●			●			●			
250	Illinois Institute of Technology	●	●	●	●	●	●			●	●	●			●			●		●			●					●		●				
251	Illinois State University (P)	●	●			●	●			●	●	●	●		●							●	●	●	●	●	●	●	●	●	●	●	●	●
266	Keller Graduate School of Management	●	●				●					●			●									●		●		●			●		●	
268	Lake Forest School of Management (P)	●																							●						●			●
272	Lewis University (P)	●									●		●									●	●					●			●			
282	Loyola University of Chicago (P)	●	●				●				●	●	●		●									●				●			●		●	
324	Northern Illinois University (F)	●	●				●			●	●	●										●				●		●					●	
324	Northern Illinois University (P)	●	●				●			●	●	●									45					●		●					●	
329	Northwestern University (F)	●	●		●	●	●	●	●	●	●	●	●	●	●		●	●			85	●						●			●			
329	Northwestern University (P)	●	●		●	●	●	●	●	●	●	●	●	●	●		●	●				●	●			●		●			●			
364	Roosevelt University		●			●	●		●	●	●	●											●				●		●		●			
369	Rosary College	●	●				●	●		●		●		●	●			●		●			●				●				●			
391	Southern Illinois U. at Carbondale (F)		●				●				●	●						●			7		●					●		●				
392	Southern Illinois U. — Edwardsville (F)	●	●			●	●			●	●	●	●									●	●		●			●			●			
392	Southern Illinois U. — Edwardsville (P)	●	●			●	●			●	●	●	●									●	●		●			●			●			
439	University of Chicago (F)	●	●		●	●	●	●	●	●		●	●	●	●			●		●	75	●	●					●			●			
439	University of Chicago (P)	●	●		●	●	●		●	●		●	●	●	●						0	●	●		●			●			●			
457	U. of Illinois at Chicago Circle (F)		●			●	●		●	●	●	●	●	●								●	●		●			●			●			
457	U. of Illinois at Chicago Circle (P)		●			●	●		●	●	●	●	●	●								●	●		●			●			●			
468	U. of Illinois at Urbana-Champaign (F)	●	●		●	●	●		●	●	●	●	●		●			●	●	●	35		●				●			●				
567	Western Illinois University (F)	●	●		●	●	●				●	●											●					●		●				
	INDIANA																																	
143	Ball State University (P)	●	●			●					●														●			●	●		●			●
187	Butler University	●																					●					●			●			
254	Indiana Central University (P)	●									●											●	●			●					●			
255	Indiana State University (F)	●	●			●	●				●	●	●									●	●				●			●				
255	Indiana State University (P)	●	●			●	●				●	●	●									●	●				●			●				
256	Indiana University (Bloomington) (F)	●	●	●	●	●	●		●	●	●	●	●		●	●	●	●			100	●	●							●				
256	Indiana University (Bloomington) (P)	●					●				●	●	●					●				●	●							●				
257	Indiana University at South Bend (P)	●																								●			●				●	
258	Indiana University Northwest (P)		●		●						●												●							●				
260	Indiana U. — Purdue U. at Fort Wayne (P)	●			●		●															●	●				●			●				
350	Purdue University (F)	●	●		●		●			●	●	●	●		●						98	●								●				
351	Purdue University Calumet (P)	●																					●					●			●			
448	University of Evansville (F)		●		●	●	●				●				●							●			●			●			●			●
448	University of Evansville (P)		●		●	●	●				●				●							●			●			●			●			●
498	University of Notre Dame (F)																	●													●			
	IOWA																																	
208	Drake University	●	●															●		●			●				●			●				
370	St. Ambrose College (P)	●																				●					●			●				●

Deferred Admit Policy	Length of Study	Applicants/ Enrollment for 1979-80		Characteristics of 1979-80 Entering Class															April 15*	Financial Assistance			GAPSFAS	Placement Service	Placement Data Available from School on:				AACSB	
								Percentage with Degree in:																						
School Offers This Option to Students	Minimum Number of Months to Obtain Degree	Number of Students Who Applied for Admission	Number of Students Who Enrolled for the First Time	Percentage of Minority Students	Percentage of Women Students	Percentage of Foreign Students	Average Age of Students at Matriculation	Humanities	Social Sciences	Business and Commerce	Science and Engineering	Other Fields	Percentage Having Graduate Degree	Range of Middle 80% of Students' GMAT Scores	Range of Middle 80% of Students' TOEFL Scores	Range of Middle 80% of Students' Undergraduate GPA	Percentage of Students Having One or More Years of Full-Time Work Experience	Percentage of Students Entering Directly from Undergraduate School	Common Date for Applicant Reply	Scholarships/Fellowships	Teaching/Research Assistantships	Loans	Required for Financial Aid	Separate Placement Service for Management Students	Starting Salaries	Career Placement	Campus Interviews	Geographic Placement	Master's Program Accredited by	Page Number
	18	77		15	65	5	32	10	40	25	20	5	5				95	5												[illegible]
	12	300	250		20	13	32							240-530		2.20-3.29							●							241
●	12	150	100	2	30	1	30	15	15	40	30		5	450-560			99	1			●	●								249
●	15	178	35	.03	.10	.51											90	10		●	●									250
●		120	40	16	25	10	25							440-520	565-600	2.8-3.2	65	35		●	●	●								251
●	12	444	319	12	24	15	31							460-560		2.3-3.5	95	5				●		●	●	●				266
●	15	227	152	2	27	0	34						7	383-584			100	0	●											[illegible]
●	18	220	140	20	35	10	30	20	5	40	25	10	12				95	5	●	●	●	●	●	●	●	●	●	●		272
	24	1200	400	4	37	1	26	10	10	35	10	35	8	500-560	550-600	2.7-3.4	90	10			●			●		●			●	[illegible]
●	8																			●	●	●							●	324
●	8	990	450				25	4	5	54	11	26								●	●	●							●	324
●	18	3000	360	9	35	15	25	28	30	13	23	6	11	525-710	560-620		60	40		●		●	●	●	●	●	●	●	●	329
●	30	1650	375	5	45		27	28	30	13	23	6	30	525-710		3.0-3.8	90	10						●	●	●	●	●	●	[illegible]
●	18	296	113	12	36	6	25	8	16	52	13	11					81	50	●	●	●	●		●	●	●	●			364
	16	185	146																											[illegible]
	11		93	1	24	19	24	10	10	42	16	22	2	425-591	553-657	2.61-3.61			●	●	●								●	391
●	9	63	26	10	25	15	27	15	10	33	20	22	8	460-550	550-650	2.8-3.4	50	40		●	●	●	●	●	●	●	●		●	[illegible]
	18	154	58	5	30	5	32	15	15	33	25	12	5	475-550		2.75-3.45	99	0		●	●	●	●	●	●	●	●		●	392
●	15	3000	400	8	22	20	24	4	39	19	34	4	15	511-705	557-647	2.95-3.64	60	40	●	●	●	●	●	●	●	●	●	●	●	[illegible]
	30	1500	400	8	33	0	27	8	26	11	32	23	25	523-693		2.71-3.80	85	15						●	●	●	●	●	●	439
●	18	136	34	7	39	19	26	37	12	22	24	5	16	430-620	557-633	2.9-3.7	65	15		●	●	●			●	●	●	●	●	[illegible]
●	36	304	76	13	39	0	27	37	12	22	24	5	16	430-600	557-633	2.7-3.6	93	7				●			●	●	●	●	●	457
●	20	900	160	5	50	15	24	10	20	45	20	5	12	550-570	580-580	4.2-4.3	35	65	●	●	●			●	●	●	●	●	●	[illegible]
●	11	95	50	2	21	13	24	10	25	45	10	10	4	400-530		2.6-3.8	30	70	●		●	●								567
	12	142	68	15	15	3	28	4	7	51	28	9	3	470-560		2.8-3.3	71	29	●	●	●	●								143
	15	240	60	15	40	5	28	15	15	20	30	20	10	350-620	480-550	2.6-3.5	99	1												157
	30	120	60	40	30	1	29	5	5	60	20	10	3				95	10	●		●	●	●		●	●	●	●		254
	18	376	27	2	28	12	28	12	18	37	24	9	24	430-635	510-580	2.74-3.62	74	22		●	●	●	●		●	●	●	●		[illegible]
	24	376	61	2	28	12	28	12	18	37	24	9	24	430-635	510-580	2.74-3.62	74	22		●	●	●	●		●	●	●	●		255
●	18	1600	350	8	24	13	24	13	38	35	14		8	490-620	570-610	2.91-3.82	60	40	●	●	●	●		●	●	●	●	●	●	256
●	48	540	150	3	30		25	5	30	35	25	5	15	480-625		2.88-3.78	95	5	●		●								●	256
	24	134	117	10	15	2		10	10	50	25	3	2				96		●											257
	36	215	112	6	20	0	24	10	15	40	30	5	4	420-580		2.5-3.4	70	20												258
	30	115	90	5	25	5	28	10	15	30	40	5	10	425-600		2.7-3.3		80	●								●			[illegible]
●	11	800	122	10	25	10	25	5	15	11	66	3	14	530-670	557-613	3.00-3.85	67	30	●	●	●	●		●	●	●	●	●	●	350
		200	200	10	20	10	27		5	20	75		5			5.2-6.0	95	5								●	●			[illegible]
	12	15		12	6	7	28	6	6	28	55	5	21	430-600		2.8-3.5	88	15			●									448
	12	129	106	12	6	7	28	6	6	28	55	5	21	430-600		2.8-3.5	88	15			●									440
	24	400	76	3	20	10	24	11	21	20	25	23					46	54	●	●	●	●			●	●		●	●	498
	12	91	61		30	7	25	4	8	58	8	22		407-595		2.62-3.56	72	25		●		●			●	●	●	●	●	208
		30		4	16	1	33	5	34	30	31			440-470			100	0	●			●				●	●			370

*See page 37 for explanation

	School Name and Page Number (F) = Full-time program (P) = Part-time program	Programs of Study Offered																			Doctoral Program	Other Options	Entrance Dates											
			Concentrations															Joint Degrees																
		General Management Program	Accounting	Arts Administration	Behavioral Sciences	Economics	Finance	Health Services	International Business	Management Information Systems	Management	Marketing	Production/Operations Management	Public Policy or Administration	Quantitative Analysis	Real Estate and Insurance	Transportation	M.B.A./J.D.	M.B.A./Engineering	Other Joint Degrees	Total Doctoral Enrollment	Students Can Take Courses for Credit in Other Schools of University	January	February	March	April	May	June	July	August	September	October	November	December
459	**The University of Iowa (F)**	●	●		●	●	●			●	●	●			●			●		●	55	●	●					●		●				
459	The University of Iowa (P)	●			●	●	●			●	●	●			●			●				●	●					●		●				
497	**University of Northern Iowa (P)**	●																																
	KANSAS																																	
224	**Emporia State University (F)**	●																		●		●	●					●		●				
265	Kansas State University (F)	●	●																			●	●					●		●				
345	**Pittsburg State University (F)**	●	●			●					●											●	●					●			●			
345	Pittsburg State University (P)	●	●			●					●											●	●					●			●			
461	**The University of Kansas (F)**	●	●				●				●	●						●	●			●	●					●		●				
462	The University of Kansas (P)	●	●				●				●	●			●							●								●				
576	**Wichita State University**		●		●	●	●				●	●	●			●						●	●					●		●				
	KENTUCKY																																	
219	**Eastern Kentucky University**	●	●			●	●				●	●				●							●					●		●				
308	Morehead State University (F)	●																			0		●					●	●	●				
308	**Morehead State University (P)**	●																					●					●	●	●				
310	Murray State University (F)	●				●			●		●			●								●	●					●	●	●				
310	**Murray State University (P)**	●				●			●		●			●									●					●	●	●				
325	Northern Kentucky University (P)	●																					●				●			●				
462	**University of Kentucky**		●		●	●	●				●	●	●	●	●						70	●	●				●	●		●				
463	University of Louisville (P)	●				●	●				●	●											●				●			●				
568	**Western Kentucky University**	●																					●							●				
	LOUISIANA																																	
178	**Centenary College of Louisiana**	●																					●					●		●				
277	Louisiana State U. in Baton Rouge		●			●	●				●	●		●	●						95	●	●					●		●				
278	**Louisiana State U. in Shreveport (F)**	●																					●					●		●				
279	Louisiana Tech University (F)		●			●	●				●	●			●						34				●			●			●		●	
283	**Loyola University of the South**	●																●					●							●				
317	Nicholls State University (F)	●	●			●	●				●	●											●					●		●				
320	**Northeast Louisiana University (F)**	●																					●					●	●	●				
328	Northwestern State U. of Louisiana (F)	●																					●					●		●				
328	**Northwestern State U. of Louisiana (P)**	●																					●					●		●				
389	Southeastern Louisiana University (F)	●																					●					●		●				
418	**Tulane University (F)**	●	●		●	●	●	●	●	●	●	●						●		●	0	●	●							●				
418	Tulane University (P)	●	●		●	●	●	●	●	●	●	●						●		●	0		●							●				
489	**University of New Orleans (F)**	●	●			●								●								●	●					●		●				
489	University of New Orleans (P)	●	●			●								●								●	●					●		●				
	MAINE																																	
414	Thomas College (F)	●	●								●												●					●			●			
414	**Thomas College (P)**	●	●								●												●					●			●			
465	University of Maine at Orono (F)		●				●				●	●											●				●	●			●			
465	**University of Maine at Orono (P)**		●				●				●	●											●				●	●			●			
	MARYLAND																																	
280	**Loyola College (P)**	●	●		●	●	●	●			●	●												●				●			●			

Deferred Admit Policy	Length of Study	Applicants/ Enrollment for 1979-80		Characteristics of 1979-80 Entering Class															April 15*	Financial Assistance			GAPSFAS	Placement Service	Placement Data Available from School on:				AACSB	
School Offers This Option to Students	Minimum Number of Months to Obtain Degree	Number of Students Who Applied for Admission	Number of Students Who Enrolled for the First Time	Percentage of Minority Students	Percentage of Women Students	Percentage of Foreign Students	Average Age of Students at Matriculation	Percentage with Degree in: Humanities	Social Sciences	Business and Commerce	Science and Engineering	Other Fields	Percentage Having Graduate Degree	Range of Middle 80% of Students' GMAT Scores	Range of Middle 80% of Students' TOEFL Scores	Range of Middle 80% of Students' Undergraduate GPA	Percentage of Students Having One or More Years of Full-Time Work Experience	Percentage of Students Entering Directly from Undergraduate School	Common Date for Applicant Reply	Scholarships/Fellowships	Teaching/Research Assistantships	Loans	Required for Financial Aid	Separate Placement Service for Management Students	Starting Salaries	Career Placement	Campus Interviews	Geographic Placement	Master's Program Accredited by	Page Number
	16																		●		●								●	460
	48																		●										●	459
																														497
	12									80		20								●	●	●								224
	9	200	50	10	40	10	29	10	10	50	15	5	10	450-550	575-675	3.3-3.6	50	50	●	●	●	●							●	265
	12	60	30	5	35	5	26	20	10	45	20	6	20	425-550	575-650	3.0-3.6	50	50	●		●	●								346
	36	30	25	5	35	0	28	5	5	40	40	10	20	425-550	575-650	2.7-3.4	100	0	●		●	●								345
	9	405	217	4	34	8	25	18	11	33	20	18	17	427-625		2.75-3.80	45	50	●	●	●	●		●	●	●	●	●	●	461
	36			2	39	2	29	18	16	28	29	9		421-633		2.70-3.75	85	5						●	●	●	●	●	●	462
●	12	315	149	6	33	4								414-593		2.55-3.68					●	●		●	●	●	●	●	●	579
●	24	100	40	5	15	5	26	10	10	50	10	20	10	400-520	550-600	2.7-3.6	50	50		●	●	●			●	●	●	●		219
	12																50	50			●									308
	18																80	20												305
	12	25	16	4	20	10	25	15	20	40	15	10	15	430-570	520-570	2.7-3.5	25	50	●		●	●			●				●	310
	36	40	22	6	35	0	30	10	10	30	40	10	15	440-570		2.4-3.3	80	10	●										●	310
●	12	450	120	0	25	0	29	8	13	50	25	4	5	447-620		2.5-3.7	93	25		●	●	●			●	●	●	●		325
	12	220	125	5	40	3	23	5	10	70	10	5	25	440-570	580-650	2.96-3.60	15	80		●	●		●						●	462
	18	280	120	6	38	3	28	10	30	38	13	9	25	490-570	600-610	2.9-3.6	90	10	●											463
	18	42	20	5	20	5	28	5	10	70	10	5	5	440-550	490-580	2.8-3.5	90	10	●	●		●	●	●	●	●	●	●		558
	15	99	10	5	27	3	35										95	5				●			●	●	●			170
	24		95																					●	●	●	●	●	●	277
	12	130	111		30	0		7	11	40	22	20					90	3				●								278
	12		50																										●	279
	11																		●	●									●	283
	12	35	20	20	25	10	23	5	10	50	25	10		360-523		2.8-3.6	35	50		●	●	●				●	●	●		317
	18	70		5	25	20	24												●		●					●	●		●	320
	12																				●	●								328
	24																				●	●								328
	12	110	65	10	20	10	26	10	10	60	10	10	5	350-500	400-600	2.5-3.5	50	40	●	●	●	●			●	●	●			389
	24	400	120	8	30	16	24	7	38	25	26	4	5	470-650	540-620	2.6-3.7	55	45	●	●	●	●	●	●	●	●	●	●	●	418
	24	90	54	8	30	16	24	7	38	25	26	4	5	470-650	540-620	2.6-3.7	55	45	●					●	●	●	●	●	●	418
	12																				●								●	489
	28																												●	489
	9	12	3	0	0	1	30	17	17	66			8								●	●			●	●	●			414
	24	31	16	6	31	0	35	6	6	57	31		19								●	●			●	●	●			414
	12		30				29													●	●	●								465
	28		10				29																							465
●	24	600	400	4	34	2	26	12	22	38	28		8	460-570	560-600	3.0-3.4	64	34	●		●	●		●						280

*See page 37 for explanation

School Name and Page Number (F) = Full-time program (P) = Part-time program	Programs of Study Offered																			Doctoral Program	Other Options	Entrance Dates											
		Concentrations														Joint Degrees																	
	General Management Program	Accounting	Arts Administration	Behavioral Sciences	Economics	Finance	Health Services	International Business	Management Information Systems	Management	Marketing	Production/Operations Management	Public Policy or Administration	Quantitative Analysis	Real Estate and Insurance	Transportation	M.B.A./J.D.	M.B.A./Engineering	Other Joint Degrees	Total Doctoral Enrollment	Students Can Take Courses for Credit in Other Schools of University	January	February	March	April	May	June	July	August	September	October	November	December
309 Mount Saint Mary's College (F)		●			●					●												●				●				●			
309 Mount Saint Mary's College (P)		●			●					●												●				●				●			
428 University of Baltimore (F)	●																●		●		●	●				●	●			●			
428 University of Baltimore (P)	●	●			●	●		●	●	●	●	●		●			●		●		●	●				●	●			●			
469 University of Maryland (F)	●	●		●		●		●	●	●	●		●	●		●	●			90	●	●				●			●				
MASSACHUSETTS																																	
130 American International College (F)	●																				●	●				●		●		●			
130 American International College (P)	●																				●	●				●				●			
142 Babson College (F)	●	●		●	●	●		●	●	●	●	●		●								●				●		●		●			
142 Babson College (P)	●	●		●	●	●		●	●	●	●	●		●								●				●		●		●			
145 Bentley College (P)	●	●		●		●			●		●											●				●				●			
150 Boston College (F)	●	●		●		●		●	●		●		●				●		●		●									●			
150 Boston College (P)	●	●		●		●		●			●		●				●		●		●	●								●			
151 Boston University	●	●		●	●	●	●	●	●	●	●	●	●	●			●	●	●		●	●								●			
188 Clark University (F)	●	●		●		●	●			●	●		●							0	●	●				●				●			
188 Clark University (P)	●	●		●		●	●			●	●		●							0	●	●				●				●			
244 Harvard University (F)	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			75	●									●			
292 The Massachusetts Institute of Tech. (F)				●	●	●	●	●	●	●	●	●		●				●	●	75	●						●			●			
318 Nichols College (P)	●																				●	●					●			●			
322 Northeastern University (F)	●	●		●		●	●	●	●	●	●	●	●	●		●					●	●					●			●			
322 Northeastern University (P)	●	●		●		●	●	●	●	●	●	●	●	●		●					●	●			●		●			●			
386 Simmons College (F)	●																													●			
386 Simmons College (P)	●																													●			
390 Southeastern Massachusetts University (P)	●																				●				●				●				
404 Suffolk University	●																					●				●				●			
464 University of Lowell	●					●					●	●									●				●			●				●	
470 University of Massachusetts	●	●				●	●				●									40	●									●			
570 Western New England College (P)	●	●																				●								●			
583 Worcester Polytechnic Institute (P)	●					●			●	●	●	●		●							●	●								●			
MICHIGAN																																	
179 Central Michigan University (F)		●				●			●	●	●		●		●							●				●	●		●				
179 Central Michigan University (P)		●				●			●	●	●		●		●							●				●	●		●				
220 Eastern Michigan University	●	●		●		●			●	●	●	●		●								●				●	●			●			
242 Grand Valley State Colleges (F)	●	●				●		●		●	●										●	●				●				●			
242 Grand Valley State Colleges (P)	●	●				●		●		●	●										●	●				●				●			
299 Michigan State University		●		●	●	●		●		●	●	●		●		●			●	130	●	●		●			●			●			
300 Michigan Technological University (F)	●																							●			●		●			●	
326 Northern Michigan University	●																				●	●				●	●	●	●				
331 Oakland University (F)	●																												●				
331 Oakland University (P)	●																					●							●				
369 Saginaw Valley State College (P)	●	●		●	●	●				●	●									0		●				●	●	●		●			
446 University of Detroit	●	●		●	●	●		●		●	●	●		●			●		●			●				●	●			●			

Deferred Admit Policy	Length of Study	Applicants/ Enrollment for 1979-80		Characteristics of 1979-80 Entering Class															April 15*	Financial Assistance			GAPSFAS	Placement Service	Placement Data Available from School on:				AACSB	
								Percentage with Degree in:																						
School Offers This Option to Students	Minimum Number of Months to Obtain Degree	Number of Students Who Applied for Admission	Number of Students Who Enrolled for the First Time	Percentage of Minority Students	Percentage of Women Students	Percentage of Foreign Students	Average Age of Students at Matriculation	Humanities	Social Sciences	Business and Commerce	Science and Engineering	Other Fields	Percentage Having Graduate Degree	Range of Middle 80% of Students' GMAT Scores	Range of Middle 80% of Students' TOEFL Scores	Range of Middle 80% of Students' Undergraduate GPA	Percentage of Students Having One or More Years of Full-Time Work Experience	Percentage of Students Entering Directly from Undergraduate School	Common Date for Applicant Reply	Scholarships/Fellowships	Teaching/Research Assistantships	Loans	Required for Financial Aid	Separate Placement Service for Management Students	Starting Salaries	Career Placement	Campus Interviews	Geographic Placement	Master's Program Accredited by	Page Number
	12	4	3				32		33	67				529-579		3.0-3.7	67	33	●		●			●	●	●	●	●		309
	24	55	44	5	27		31	10	15	70	5		5	357-596		2.40-3.48	100	5	●		●			●	●	●	●	●		309
●	9	160	75	20	30	12	26	20	25	35	20		15	400-700	550-590	2.5-3.6	20	80	●	●	●				●	●	●	●		428
●	23	900	600	20	30	12	28	20	25	35	20		15	400-700	550-590	2.5-3.6	70	20	●	●	●				●	●	●	●		428
	20	700	110	9	32	10	26	20	36	26	16		15	500-600	540-600	3.0-3.6	70	30	●	●	●	●		●	●	●	●		●	409
●	12	61	23	5	35	26	24	10	38	18	20	14	12	450-550	475-575	2.8-3.6	70	40			●	●					●			130
●	24	60	43	10	35	18	30	10	38	18	20	14	12	450-550	475-575	2.8-3.6	95	20				●					●			130
●	9	750	260		30	13	24	8	7	59	16	10	2				50	50	●	●	●	●	●	●	●	●	●	●	●	142
●	18	990	450		40		28	10	10	35	40	5	8				95	5					●	●	●	●	●	●	●	142
●	16						29						34				98	2	●		●	●			●	●	●	●		148
	9	550	90	10	37	10	25	50	20	15	15		10				67	33			●			●	●	●	●	●	●	150
	48	430	110	7	54	0	29	50	20	15	15		15				100	0						●	●	●	●	●	●	150
●	12	2457	561	5	48	8	26			14	11	6	22				84	8		●	●	●	●	●	●	●	●	●	●	151
●	18	20	10	20	10	20	25							400-600	500-600	2.5-3.5	60	0												188
●	18	132	76	20	32		31							450-650		2.5-3.5	93	0												188
●	18	6700	785	10	22	20	25	13	10	16	31	30	17	570-670	580-650	2.8-3.6	90	10	●	●		●	●	●	●	●	●	●	●	244
	9	1694	156	5	26	19	26	25	17	13	45						79	21	●			●		●	●	●	●	●	●	292
				0	25	0	28	5	10	60	15	20	4	339-590		2.5-3.5	95	5												316
●	18	1000	175	5	40	15	25	30	25	20	20	5	25	510-570	550-650	3.1-3.4	70	30	●		●	●	●	●	●	●	●	●	●	322
●	30	1200	330	5	30	1	28	24	24	20	30	2	40	520-600		3.0-3.4	95	5	●			●	●	●	●	●	●	●	●	322
	12	135	53	6	100	3	30				8		25	494-608			100	0	●			●	●	●	●	●	●	●		386
	12	69	32	6	100		30				9		25	494-608			100	0	●			●	●	●	●	●	●	●		386
	36	100	30		17														●	●		●	●							390
			384	6	31	3				57	9	5	5	400-838		2.3-3.75	65			●		●	●		●	●	●	●		404
●	18	212	153	2	25	.2	26	8	9	45	30	8	10				95	11			●	●	●							464
	21	600	140	5	45	10	28																						●	470
	18							20	30	25	20	5	5	370-470		2.2-3.2	85	5	●			●		●		●				570
●	18	70	25			12	32	10	5	9	66	10	20				88	12			●				●	●	●	●		[illegible]
	12	100	55	10	20	8	27			75	5	20	5				30	70		●	●									179
	30	150	80	6	5	6	30			40	10	50					80	5												179
	12							15	20	25	35	5	15	450-600	500-600	2.5-3.3	80	15												220
	12	16	10	10	30	10	25	0	10	40	30	20	20	430-600		2.65-3.62	30	20	●	●	●	●	●		●	●	●	●		242
	24	89	61	10	23	11	31	5	10	40	30	15	10	430-600		2.65-3.62	100	10	●	●	●	●	●		●	●	●	●		242
●	15				31			7	16	50	16	11								●	●	●	●						●	299
●	12	50	30	10	25	10	24	0	0	0	90	10	10	470-580	530-600	2.6-3.4	30	60	●	●	●	●			●	●	●	●		300
	15																													326
	24		12		64	10		2	3	1	3	2	18	415-595		2.52-3.20					●						●			331
	32	365	213		48								14	441-599		2.52-3.59											●			331
●	12	273		11	30		30	5	14	39	23	19					91	9	●			●								369
●	12	800	325	10	25	7	28	10	10	50	25	5	5	440-580	500-550	2.80-3.30	85	15	●		●	●			●	●	●	●	●	446

*See page 37 for explanation

School Name and Page Number (F) = Full-time program (P) = Part-time program	Programs of Study Offered																			Doctoral Program	Other Options	Entrance Dates											
		Concentrations															Joint Degrees																
	General Management Program	Accounting	Arts Administration	Behavioral Sciences	Economics	Finance	Health Services	International Business	Management Information Systems	Management	Marketing	Production/Operations Management	Public Policy or Administration	Quantitative Analysis	Real Estate and Insurance	Transportation	M.B.A./J.D.	M.B.A./Engineering	Other Joint Degrees	Total Doctoral Enrollment	Students Can Take Courses for Credit in Other Schools of University	January	February	March	April	May	June	July	August	September	October	November	December
472 The U. of Michigan (Ann Arbor) (F)	●	●		●	●	●		●	●	●	●	●		●	●					75	●									●			
472 The U. of Michigan (Ann Arbor) (P)	●	●		●	●	●		●	●	●	●	●		●	●					75	●	●								●			
473 The U. of Michigan — Dearborn (F)	●																				●									●			
473 The U. of Michigan — Dearborn (P)	●																				●									●			
474 The University of Michigan — Flint (P)	●											●										●				●				●			
561 Wayne State University		●		●	●	●				●	●	●									●	●				●				●			
569 Western Michigan University (P)	●	●			●	●				●	●											●				●	●			●			
MINNESOTA																																	
194 College of St. Thomas (P)	●						●			●			●										●			●		●		●			
286 Mankato State University	●																				●	●		●			●			●			
307 Moorhead State University (P)										●											●			●			●			●		●	
372 St. Cloud State University	●	●																						●			●			●			●
475 U. of Minnesota (Minneapolis) (F)	●	●				●			●	●	●	●		●	●	●				65							●			●			
475 U. of Minnesota (Minneapolis) (P)	●	●				●			●	●	●	●										●		●						●			
476 University of Minnesota Duluth (P)										●														●			●			●		●	
MISSISSIPPI																																	
262 Jackson State University (F)	●																					●					●			●			
302 Millsaps College	●	●			●	●				●	●										●	●					●		●				
303 Mississippi College	●																					●					●		●				
304 Mississippi State University	●	●			●	●				●	●			●						74	●	●					●	●	●				
477 University of Mississippi (F)	●																●			23	●	●					●	●	●				
523 U. of Southern Mississippi (Hattiesburg) (F)	●	●			●	●				●	●	●	●		●						●	●					●			●			
524 U. of Southern Mississippi — Gulf Park (P)	●																						●				●			●		●	
MISSOURI																																	
140 Avila College (P)		●		●	●	●		●		●	●										●	●					●		●				
180 Central Missouri State U. (F)	●	●		●	●	●		●	●	●	●			●	●	●								●			●			●		●	
210 Drury College	●																					●				●				●			
273 Lincoln University										●											●	●					●		●				
321 Northeast Missouri State U. (F)		●																				●					●	●	●				
327 Northwest Missouri State U. (F)																						●					●		●				
327 Northwest Missouri State U. (P)																						●					●		●				
362 Rockhurst College (P)		●			●	●			●	●	●										●	●					●		●				
375 Saint Louis University (F)	●	●			●	●		●		●	●			●			●			13	●	●					●		●				
375 Saint Louis University (P)	●	●			●	●		●		●	●			●			●			53	●	●					●		●				
388 Southeast Missouri State University	●	●								●	●										●	●					●		●				
395 Southwest Missouri State University	●	●			●	●			●	●	●								●			●					●		●				
478 University of Missouri — Columbia		●		●		●		●		●	●	●		●			●	●	●	18	●	●					●		●				
479 University of Missouri — Kansas City		●				●					●	●		●								●					●		●				
480 University of Missouri — St. Louis	●																				●	●					●		●				
560 Washington University (F)	●	●				●				●	●	●					●		●	10	●								●				
560 Washington University (P)	●	●				●				●	●	●									●	●				●			●				
MONTANA																																	
481 University of Montana (F)	●	●																		0	●	●		●			●			●			

Deferred Admit Policy	Length of Study	Applicants/Enrollment for 1979-80		Characteristics of 1979-80 Entering Class															April 15*	Financial Assistance			GAPSFAS	Placement Service	Placement Data Available from School on:				AACSB	
								Percentage with Degree in:																						
School Offers This Option to Students	Minimum Number of Months to Obtain Degree	Number of Students Who Applied for Admission	Number of Students Who Enrolled for the First Time	Percentage of Minority Students	Percentage of Women Students	Percentage of Foreign Students	Average Age of Students at Matriculation	Humanities	Social Sciences	Business and Commerce	Science and Engineering	Other Fields	Percentage Having Graduate Degree	Range of Middle 80% of Students' GMAT Scores	Range of Middle 80% of Students' TOEFL Scores	Range of Middle 80% of Students' Undergraduate GPA	Percentage of Students Having One or More Years of Full-Time Work Experience	Percentage of Students Entering Directly from Undergraduate School	Common Date for Applicant Reply	Scholarships/Fellowships	Teaching/Research Assistantships	Loans	Required for Financial Aid	Separate Placement Service for Management Students	Starting Salaries	Career Placement	Campus Interviews	Geographic Placement	Master's Program Accredited by	Page Number
	20	2000	350	8	30	10	24	15	35	30	30		10	530-670	605-650	2.9-3.6	45	55	●	●		●	●	●	●	●	●	●	●	472
		850	250	8	25	5	26	10	30	20	40		5	530-670	605-650	2.9-3.6	75	25	●			●		●	●	●	●	●	●	472
	16																		●			●								473
	36																		●			●								473
●	32																		●	●	●	●				●	●	●		474
	12	1388	609	10	29	2	28	5	5	40	25	25	13	407-591		2.56-3.59	90	10		●	●	●			●	●	●	●		561
	24	750	195	10	30	2	25	30	10	40	20		2	440-540		2.92-3.3	80	10		●	●	●	●		●	●	●	●	●	569
●	16	931	535	5	30	0	30	15	15	40	28	2	9				99	0	●			●				●				194
	12	215	162	2	15	20		5	5	60	30	0	1	450-520		2.9-3.3	70	10		●	●	●				●				286
●	20	28	18		33	15	32			50		50	5				90	10	●		●	●								307
	12	63	33	0	30	3		15	15	50	20		10	481-605			70	30	●		●	●			●	●	●	●		372
	12	1549	59	2	37	12	28			10	26	9	2				90	20	●	●	●	●		●	●	●	●	●	●	475
●	24		190	2	35	10	28			32	32	11	3				95	5							●	●			●	475
●	18	50	34	2	20	3	29	15	15	30	33	7	3				76	24	●	●	●	●			●	●	●	●		476
●																														
	12	100	20	50	25	50				90	5	5	0				50	10				●				●	●	●		262
●	12	96	66	5	42	0	28	9	15	50	15	11	17	408-591		2.5-3.6	85	15	●	●		●								302
	24		47														99	1				●								303
	12	304	80	5	32	10	25	3	9	47	17	24	20	404-569	530-600	2.50-3.45	35	65			●	●			●	●	●		●	304
	12	123	31	3	65	32	23	15	16	60	9		4	425-580	550-570	2.7-3.5	15	70	●	●	●	●		●	●	●	●	●	●	477
	12	80	60	5	20	2	26	15	10	48	25	2	6				50	40	●	●	●	●							●	523
	12	110	70	15	25	5	36	15	20	25	30	10	20	420-540	400-500	2.6-3.6	90	10				●	●							524
●	9	80	40	1	42	2	30	7	23	52	17	1	2				98	2												140
	12	150	116	5	40	30	24	2	2	90	2	4					25	75			●	●			●	●	●	●		180
●	11	75	34	3	8	5	32		3	85	12		3	430-520	500-560	2.9-3.8	90	5	●			●			●	●	●	●		210
	12																					●								273
	12																		●	●	●									321
	12																				●									327
	30																													327
●	72	250	200	8	40	1	26	20	10	60	10		2	400-500		2.8-3.2	9[illegible]	1												362
	12	50	27	2	12	20	23							425-525	500-525	2.5-3.5	10	90	●		●	●							●	375
	24	285	152	12	68	0	25							425-525	500-525	2.5-3.5	90	10	●		●	●							●	375
	12																		●	●	●									388
	12		117	6	37	.8								428-560		2.70-3.60			●						●	●	●	●		395
	9	344	127	1	33	10		20	26	26	20	8		435-594		2.9-3.5				●	●	●		●	●	●	●	●	●	478
	12	500	350	5	50	10	29		60	25	15		5	460-480			80	20		●	●	●		●					●	479
	18	796	284	3	37	3	28	11	23	30	27	8	12				80	11		●	●	●	●		●	●	●	●	●	480
●	20	350	120	8	33	5	24	20	25	20	15	10	5	450-600			35	65	●	●	●	●	●	●	●	●	●	●	●	560
●	36	175	120	4	30	2	27	20	25	20	15	10	5	450-600			100					●	●	●					●	560
●	12	80	60	5	40	5	25	12	30	30	20	8	6	405-533		2.5-3.6	80	20			●	●			●	●	●	●		481

*See page 37 for explanation

School Name and Page Number (F) = Full-time program (P) = Part-time program	Programs of Study Offered																			Doctoral Program	Other Options	Entrance Dates											
		Concentrations															Joint Degrees																
	General Management Program	Accounting	Arts Administration	Behavioral Sciences	Economics	Finance	Health Services	International Business	Management Information Systems	Management	Marketing	Production/Operations Management	Public Policy or Administration	Quantitative Analysis	Real Estate and Insurance	Transportation	M.B.A./J.D.	M.B.A./Engineering	Other Joint Degrees	Total Doctoral Enrollment	Students Can Take Courses for Credit in Other Schools of University	January	February	March	April	May	June	July	August	September	October	November	December
NEBRASKA																																	
202 Creighton University (P)	●																●				●	●				●			●				
483 University of Nebraska at Omaha	●	●			●	●				●	●			●	●						●	●				●		●	●				
484 University of Nebraska — Lincoln	●	●		●	●	●		●	●	●	●	●		●						80	●	●					●		●				
NEVADA																																	
485 University of Nevada, Las Vegas (F)					●					●													●				●	●		●			
486 University of Nevada, Reno (P)	●	●			●	●				●	●										●	●							●				
NEW HAMPSHIRE																																	
204 Dartmouth College (F)	●	●		●	●	●				●	●			●				●			●									●			
311 New Hampshire College (P)		●						●		●														●			●			●			●
356 Rivier College (P)	●									●	●		●								●	●				●				●			
487 University of New Hampshire (F)	●	●		●	●	●		●		●	●	●									●									●			
NEW JERSEY																																	
226 Fairleigh Dickinson University	●	●			●	●		●		●	●		●	●								●	●				●	●		●			
305 Monmouth College (F)		●			●	●				●	●											●					●		●				
305 Monmouth College (P)		●			●	●				●	●											●					●		●				
306 Montclair State College (P)		●		●	●	●				●	●			●								●								●			
358 Rider College	●																			0	0		●				●			●			
366 Rutgers University (Newark) (F)	●	●			●	●		●	●	●	●	●	●	●	●		●		●	55			●				●			●			
367 Rutgers University — Camden (P)	●	●		●	●	●		●	●	●	●		●	●							●	●								●			
383 Seton Hall University (P)	●	●		●	●	●		●	●	●	●			●			●					●					●			●			
403 Stevens Institute of Technology	●																				●	●								●			
415 Trenton State College (P)										●											●	●					●			●			
580 William Paterson College of New Jersey						●				●												●								●			
NEW MEXICO																																	
221 Eastern New Mexico University (F)		●				●				●	●										●	●					●	●		●			
221 Eastern New Mexico University (P)																																	
312 New Mexico Highlands University (F)	●																				●	●					●		●				
312 New Mexico Highlands University (P)	●																				●	●					●		●				
313 New Mexico State University (F)	●	●			●	●				●	●											●				●		●	●				
488 The University of New Mexico	●	●		●	●	●	●	●	●		●	●	●				●	●	●	5	●	●					●		●				
571 Western New Mexico University (F)	●																				●	●							●				
NEW YORK																																	
127 Adelphi University (P)		●	●	●	●	●	●	●		●	●		●									●					●	●		●			
146 The Bernard M. Baruch College		●		●	●	●	●	●	●	●	●	●	●	●			●			135			●				●			●			
174 Canisius College (P)	●	●				●				●	●											●				●				●			
189 Clarkson College (F)	●	●							●	●	●	●		●								●				●				●			
189 Clarkson College (P)	●	●							●	●	●	●		●								●				●				●			
192 The College of Insurance (P)	●																					●			●					●			
193 The College of Saint Rose (P)	●																				●	●				●		●		●			
197 Columbia University (F)		●			●	●		●		●	●	●	●	●		●	●	●	●	60	●	●				●				●			
200 Cornell University (F)	●	●		●	●	●	●	●	●	●	●	●	●	●			●		●	18	●									●			
207 Dowling College (P)	●																					●				●				●			

Deferred Admit Policy	Length of Study	Applicants/ Enrollment for 1979-80		Characteristics of 1979-80 Entering Class															April 15*	Financial Assistance			GAPSFAS	Placement Service	Placement Data Available from School on:				AACSB	
								Percentage with Degree in:																						
School Offers This Option to Students	Minimum Number of Months to Obtain Degree	Number of Students Who Applied for Admission	Number of Students Who Enrolled for the First Time	Percentage of Minority Students	Percentage of Women Students	Percentage of Foreign Students	Average Age of Students at Matriculation	Humanities	Social Sciences	Business and Commerce	Science and Engineering	Other Fields	Percentage Having Graduate Degree	Range of Middle 80% of Students' GMAT Scores	Range of Middle 80% of Students' TOEFL Scores	Range of Middle 80% of Students' Undergraduate GPA	Percentage of Students Having One or More Years of Full-Time Work Experience	Percentage of Students Entering Directly from Undergraduate School	Common Date for Applicant Reply	Scholarships/Fellowships	Teaching/Research Assistantships	Loans	Required for Financial Aid	Separate Placement Service for Management Students	Starting Salaries	Career Placement	Campus Interviews	Geographic Placement	Master's Program Accredited by	Page Number
	27	136	86	5	26	2	27	13	10	48	23	6	10	418-621		2.1-3.9	90	5				●				●	●	●	●	202
●	12	175	149	[illegible]	20	[illegible]	30	[illegible]	10	30	[illegible]	13	2	[illegible]	525-600	2.5-3.6	80	10	●	●	●	●			●	●	●	●	●	[illegible]
●	12	150	54	1	30	15	26	10	15	40	25	10	5				50	50	●	●	●	●							●	484
	18	135	66		35	1															●									485
	15	200	35	10	35	10	27	12	25	40	20	3	2	440-580		2.7-3.4	80	20	●			●	●						●	[illegible]
	21	1800	141	3	23	7	24	18	18	11	29	8					70	30	●	●		●	●	●	●	●	●	●	●	[illegible]
	18		625		15		31			50		50					97	3												311
●	24	271	204	3	24	3	31	3	6	53	35	11	4	480-575	530-600	2.5-3.5	81	7				●				●	●			[illegible]
●	24	200	40		50		26	30	40		20	10	10				85	15		●	●	●								487
18																														226
	15	47	30	4	20	2	29	8	12	60	10	10	12	360-480		2.8-3.2	91	7			●	●		●	●	●	●	●		[illegible]
	36	390	285	4	20	2	29	8	12	60	10	10	12	360-480		2.8-3.2	91	7				●		●	●	●	●	●		305
	24	300	75	20	[illegible]	3	25	10	25	25	10	10	20						●	●	●	●			●	●	●	●		[illegible]
	12	230	179	30	25	1	25	5	5	20	60	10	2	400-500		2.5-3.0	60	30	●											358
	15			14	22	2	27	30		20	20	25	15				70	30		●	●	●	●		●	●	●	●	●	[illegible]
●	24	135	100	5	30		30											40				●		●		●				367
●	18																				●	●	●				●			[illegible]
	15	200	90	5	25	25	25																							403
	13	102	25	8	29	8							12	400-550		2.9-3.4	60	12			●	●								[illegible]
●	24		54	5	40	5	32	10	20	40	10	20	15	350-590		2.6-3.7	80	20	●		●									580
	12	195	68	10	27	30	25		5	80	7	8	1	320-560		2.7-3.7	60	40	●	●	●	●					●			221
		35	25	15	40	1	29		1	[illegible]	[illegible]	19	0			[illegible]	100	0												[illegible]
●	12	30	24	42	25	33	23	15	10	65	10	0	5	350-500	510-535	3.1-3.4	30	70		●	●	●			●	●	●	●		312
●	12	130	110	40	20	15	23	20	12	[illegible]	[illegible]	3	2	[illegible]	510-535	3.1-3.4	90	10		●		●			●	●	●	●		[illegible]
	12	107	51	14	25	4	25	8	10	45	23	12	1	389-602	409-523	2.60-3.78	35	60	●		●				●	●	●	●	●	313
	60	411	162	5	40	3	25	5	6	24	21	3	14							●		●							●	[illegible]
	12																		●		●									571
	36	981	511		33	10	26	12	39	27	15	7	4				95	3			●									127
	14	2009	683																	●	●								●	[illegible]
●	21	370	153					37		44	16	3		397-590		2.35-3.48			●	●	●	●		●		●	●			174
●	9	110	41	8	32	12	23	5	12	44	37	2	5	[illegible]	540-570	2.9-3.5	15	80			●				●	●	●			[illegible]
●		33	21	0	33	10	25	24	14	19	33	10	10	440-540		2.7-3.3	52	48							●	●	●			189
●	18	50	40	20	25	10	30	30	30	25	4	1	3	[illegible]	480-530	2.75-3.60	95	5		●	●	●			●					[illegible]
●	24	118	71	1	37	01		2	2	90	1	4	1	411-591		2.5-3.6	97	3		●	●	●	●			●				193
	16	3701	618	18	30	14	25	30	40	10	20		17	[illegible]	600-620	3.0-3.7	80	20	●	●		●	●	●	●	●	●	●	●	[illegible]
	18	2500	230	8	35	11	24	10	42	10	28	10	4	550-650	600-620	3.0-3.7	70	30	●	●	●	●	●	●	●	●	●	●	●	200
	36	100	40	5	30	8	35	15	13	55	15			400-500			95	5	●	●		●					●			207

*See page 37 for explanation

School Name and Page Number (F) = Full-time program (P) = Part-time program	Programs of Study Offered	Concentrations															Joint Degrees			Doctoral Program	Other Options	Entrance Dates											
	General Management Program	Accounting	Arts Administration	Behavioral Sciences	Economics	Finance	Health Services	International Business	Management Information Systems	Management	Marketing	Production/Operations Management	Public Policy or Administration	Quantitative Analysis	Real Estate and Insurance	Transportation	M.B.A./J.D.	M.B.A./Engineering	Other Joint Degrees	Total Doctoral Enrollment	Students Can Take Courses for Credit in Other Schools of University	January	February	March	April	May	June	July	August	September	October	November	December
229 Fordham University at Lincoln Center		●				●				●	●			●						6	●	●			●					●			
245 Hofstra University		●				●		●	●	●	●	●					●					●				●		●		●			
275 Long Island University (Brooklyn)		●				●			●	●	●			●																			
276 Long Island University (Greenvale) (F)					●	●		●		●	●			●								●				●			●				
276 Long Island University (Greenvale) (P)					●	●		●		●	●			●								●				●			●				
285 Manhattan College (P)		●			●	●		●	●	●	●											●				●				●			
287 Marist College (F)	●	●		●		●				●			●								●	●					●			●			
287 Marist College (P)	●	●		●		●				●			●								●	●					●			●			
314 New York Institute of Technology (P)	●	●				●	●		●	●	●											●					●			●			
315 New York University (F)		●		●	●	●		●	●	●	●			●			●		●	80	●		●				●			●			
315 New York University (P)		●		●	●	●		●	●	●	●			●			●		●	102	●		●				●			●			
316 Niagara University	●																				●	●					●			●			
339 Pace University (F)	●	●			●	●		●	●	●	●						●		●		●		●				●			●			
339 Pace University (P)	●	●			●	●		●	●	●	●						●		●				●				●			●			
348 Polytechnic Institute of New York																																	
356 Rensselaer Polytechnic Institute	●																●	●		10	●	●				●		●		●			
361 Rochester Institute of Technology	●	●				●				●	●		●	●							●			●			●			●			●
371 St. Bonaventure University (F)	●																					●								●			
373 St. John's University	●	●			●	●		●	●	●	●			●			●									●				●			●
397 State U. of New York at Albany (F)		●		●		●			●		●	●									●									●			
397 State U. of New York at Albany (P)	●																					●					●			●			
398 State U. of New York at Binghamton (F)	●	●	●	●		●	●	●	●		●	●		●					●											●			
398 State U. of New York at Binghamton (P)	●	●	●	●		●	●	●	●		●	●		●					●			●					●			●			
399 State U. of New York at Buffalo (F)		●		●	●	●				●	●		●	●			●	●	●	75	●	●					●			●			
399 State U. of New York at Buffalo (P)	●																					●					●			●			
400 State U. of New York Maritime College (P)																●						●							●				
406 Syracuse University (F)	●	●		●	●	●		●	●	●	●	●	●	●	●	●	●		●	40	●	●				●		●		●			
406 Syracuse University (P)	●	●		●	●	●	●	●	●	●	●	●	●	●	●	●					●	●				●		●		●			
419 Union College and University (F)	●						●		●				●	●			●		●	4	●						●			●			
419 Union College and University (P)	●						●		●				●	●						14	●	●			●			●		●			
510 The University of Rochester (F)		●			●	●	●		●		●	●							●	45	●	●						●		●			
510 The University of Rochester (P)		●			●	●	●		●		●	●							●	45	●	●						●		●			
NORTH CAROLINA																																	
132 Appalachian State University (P)	●	●			●																●	●					●	●	●				
173 Campbell University (P)	●																					●				●			●				
211 Duke University	●	●		●	●	●		●		●	●	●	●	●			●		●	2	●									●			
214 East Carolina University	●																					●					●	●	●				
352 Queens College (P)	●																					●				●		●	●	●			
493 The U. of North Carolina at Chapel Hill (F)	●	●		●		●					●						●			60	●								●				
494 The U. of North Carolina at Charlotte (P)	●					●					●											●							●				
495 The U. of North Carolina at Greensboro (F)	●	●				●				●	●			●	●						●	●				●			●				
495 The U. of North Carolina at Greensboro (P)	●	●				●				●	●			●	●						●	●				●			●				
558 Wake Forest University (F)	●	●		●		●		●		●	●	●	●	●							●								●				

Deferred Admit Policy	Length of Study	Applicants/ Enrollment for 1979-80		Characteristics of 1979-80 Entering Class															April 15*	Financial Assistance			GAPSFAS	Placement Service	Placement Data Available from School on:				AACSB	
								Percentage with Degree in:																						
School Offers This Option to Students	Minimum Number of Months to Obtain Degree	Number of Students Who Applied for Admission	Number of Students Who Enrolled for the First Time	Percentage of Minority Students	Percentage of Women Students	Percentage of Foreign Students	Average Age of Students at Matriculation	Humanities	Social Sciences	Business and Commerce	Science and Engineering	Other Fields	Percentage Having Graduate Degree	Range of Middle 80% of Students' GMAT Scores	Range of Middle 80% of Students' TOEFL Scores	Range of Middle 80% of Students' Undergraduate GPA	Percentage of Students Having One or More Years of Full-Time Work Experience	Percentage of Students Entering Directly from Undergraduate School	Common Date for Applicant Reply	Scholarships/Fellowships	Teaching/Research Assistantships	Loans	Required for Financial Aid	Separate Placement Service for Management Students	Starting Salaries	Career Placement	Campus Interviews	Geographic Placement	Master's Program Accredited by	Page Number
	11	1366	520		44	4		15	36	37	5	7		450-550								●								220
●	12	975																	●	●	●	●			●	●	●	●		245
																														275
	18	345	280	10	35	10	33	15	20	50	10	5	5	350-450	500-550	2.7-3.2	80	20	●	●	●	●								276
	26	345	280	10	35	10	33	15	20	50	10	5	5	350-450	500-550	2.7-3.2	80	20	●	●	●	●								277
●	24																													285
●	12	11	3	0	67	0	27	0	67	0	0	33	0	509-625		2.8-3.7	100	0	●		●	●				●	●			287
●	19	148	83	5	32	0	28	10	19	43	27	1	0	411-604		2.6-3.6	79	13	●		●	●				●	●			287
	24	637	420	20	15	10	27		20	25	40	15	16	410-605		2.7-3.5	85	15				●				●				314
●	15	2517	445	8	42	19	24	20	49	14	17	0	12	470-652		2.5-3.8	53	34		●	●	●	●	●	●	●	●	●	●	315
●	33	2822	634	9	45	9	27	16	44	16	23	1	21	478-680		2.65-3.75	84	10				●		●	●	●	●	●	●	315
●	48																			●	●	●	●							316
	30	2535	1113				28										90	10							●	●	●			339
	30	2535	1113				28										90	10							●	●	●			339
																														348
																			●	●	●	●	●							356
		656	250																●		●	●	●			●	●			361
●	14	68	43	5	20	5	32	5	20	45	25	5	15	360-588		2.50-3.63	100	0			●	●								371
	16			20	23	18	26						1	425-450			75	15	●	●	●	●	●	●	●	●	●	●		373
●	21	400	77	2	31	7	24	22	30	25	20	3	7	502-642		2.80-3.50	34	40	●	●	●	●			●	●	●	●	●	397
																													●	397
●	9		92	5	29	2		20	45	10	10	15	1	460-530	570-600	2.8-3.3		80	●	●	●	●		●	●	●	●			398
●	36		56										1	460-530	570-600	2.8-3.3		80	●	●	●	●		●	●	●	●			398
	18	829	215																●	●	●	●		●					●	399
	27	453	209														100		●					●					●	399
	24																													400
●		730	155	2	30	9	24	16	30	34	15	5	3	480-620	570-630	2.75-3.80	50	50	●	●	●	●		●	●	●	●	●	●	405
●		270	150		30	2	28	10	20	30	30	10	12	430-630		2.5-3.6	97	3						●	●	●	●	●	●	406
●	21	90	29	5	50	5	25	11	19	6	40	24		500-580			90	12	●	●	●				●	●	●	●		418
		100			25		33	11	19	6	40	24	15	500-580			90	10	●											419
●	20	580	115	10	20	18	24	5	40	20	30	5	10	485-660	580-650	2.7-3.4	55	45	●	●	●	●		●	●	●	●	●	●	510
●		175	100	5	30	5	27	5	10	20	60	5	25	450-690		2.6-3.6	90	10						●	●	●	●	●	●	510
●	24	40	20	0	10	0	28	10	10	60	10	10	5	420-550		2.6-3.2	80	20	●										●	132
	24	110	54	3	3	5	28	1	1	90	6	2	6	435-500		2.80-3.25	95	5	●											173
●	21	786	133	2	26	13	24	10	24	19	18	29					51	49	●	●		●	●	●	●	●	●	●	●	211
	12	250	100	9	33	1	24	2	14	39	23	22	8	450-550		2.5-3.5	60	30	●		●	●				●			●	214
●	24		125	1	.33	.01	29						5	460-575		2.9-3.4	99	1		●		●								352
●	18	1430	160	11	32	2	25	14	37	16	27	6	9	507-656		2.7-3.9	77	17	●	●		●		●	●	●	●	●	●	493
	24	150	65	5	20	5	25							490-590		2.7-3.6														494
	18	40	28	9	28	3	28	10	12	40	22	16	11	410-590		2.53-3.60	80	20			●	●								495
	30	155	112	9	28	3	28	10	12	40	22	16	11	410-590		2.53-3.60	80	20			●	●								495
●	18	360	98	5	20	4	24	25	21	34	16	4	7	450-600	590-600	2.8-3.3	60	40	●	●	●	●		●	●	●	●	●		556

*See page 37 for explanation

School Name and Page Number (F) = Full-time program (P) = Part-time program	Programs of Study Offered																			Doctoral Program	Other Options	Entrance Dates											
		Concentrations															Joint Degrees																
	General Management Program	Accounting	Arts Administration	Behavioral Sciences	Economics	Finance	Health Services	International Business	Management Information Systems	Management	Marketing	Production/Operations Management	Public Policy or Administration	Quantitative Analysis	Real Estate and Insurance	Transportation	M.B.A./J.D.	M.B.A./Engineering	Other Joint Degrees	Total Doctoral Enrollment	Students Can Take Courses for Credit in Other Schools of University	January	February	March	April	May	June	July	August	September	October	November	December
565 Western Carolina University	●																					●							●				
NORTH DAKOTA																																	
495 University of North Dakota (F)	●	●			●					●			●								●	●					●		●				
OHIO																																	
135 Ashland College (P)	●									●											●	●				●				●			
153 Bowling Green State University		●	●	●	●	●			●	●	●	●								0		●		●			●			●			
175 Capital University (P)																																	
177 Case Western Reserve University (F)		●		●	●	●	●		●	●	●	●		●			●					●					●			●			
177 Case Western Reserve University (P)		●		●	●	●	●		●	●	●	●		●			●					●					●			●			
191 Cleveland State University (F)		●		●	●	●			●	●	●	●	●	●			●			0		●		●			●			●			
191 Cleveland State University (P)		●		●	●	●			●	●	●	●	●	●			●			0		●		●			●			●			
264 John Carroll University (P)	●																			0		●				●				●			
267 Kent State University	●	●	●	●	●	●		●	●	●	●	●	●	●	●	●				76	●	●					●		●				
298 Miami University (F)	●	●			●	●				●	●	●		●							●	●					●	●	●				
332 The Ohio State University (F)	●	●		●		●	●				●	●		●	●	●	●			100	●									●			
332 The Ohio State University (P)	●	●		●		●	●				●	●		●	●		●				●									●			
333 Ohio University (F)	●	●	●	●	●	●	●	●	●	●	●	●	●	●					●		●	●		●			●			●			
421 University of Akron (P)		●				●		●		●	●						●		●	0	●	●					●			●			
440 University of Cincinnati (F)		●				●		●	●	●	●	●		●						55	●	●		●			●			●			
440 University of Cincinnati (P)		●				●		●	●	●	●	●		●								●		●			●			●			
444 University of Dayton (P)	●																●				●	●				●				●			
525 University of Steubenville (P)	●																					●								●			
535 The University of Toledo	●	●		●		●	●	●	●	●	●	●		●		●	●					●		●			●			●			
584 Wright State University (F)		●				●				●	●			●		●			●			●		●			●			●			
584 Wright State University (P)		●			●	●				●	●			●		●					0	●		●			●			●			
585 Xavier University		●			●	●	●	●	●	●	●	●		●								●					●			●			
589 Youngstown State University (F)	●	●				●				●	●										●	●		●			●			●			
589 Youngstown State University (P)	●	●				●				●	●										●	●		●			●			●			
OKLAHOMA																																	
334 Oklahoma City University	●	●																		0		●				●		●	●				
335 Oklahoma State University (F)	●	●		●	●	●			●	●	●	●	●	●						50	●	●					●		●				
337 Oral Roberts University (F)	●	●					●		●	●												●							●				
337 Oral Roberts University (P)	●						●															●							●				
378 Samford University (P)	●																●						●				●		●				
499 University of Oklahoma (F)	●	●		●	●	●			●	●	●	●	●	●	●	●	●		●	46	●	●					●		●				
499 University of Oklahoma (P)	●	●		●	●	●			●	●	●	●	●	●	●	●	●		●		●	●					●		●				
537 The University of Tulsa	●																●	●			●	●					●		●				
OREGON																																	
336 Oregon State University (F)	●																				●	●			●		●			●			
347 Portland State University (P)	●																		●			●			●		●			●			
394 Southern Oregon State College	●	●								●	●											●		●			●			●			
500 University of Oregon (F)	●	●		●		●					●	●		●	●	●				56	●	●					●			●			
504 University of Portland										●												●					●			●			

Deferred Admit Policy	Length of Study	Applicants/Enrollment for 1979-80		Characteristics of 1979-80 Entering Class															April 15*	Financial Assistance			GAPSFAS	Placement Service	Placement Data Available from School on:				AACSB	
								Percentage with Degree in:																						
School Offers This Option to Students	Minimum Number of Months to Obtain Degree	Number of Students Who Applied for Admission	Number of Students Who Enrolled for the First Time	Percentage of Minority Students	Percentage of Women Students	Percentage of Foreign Students	Average Age of Students at Matriculation	Humanities	Social Sciences	Business and Commerce	Science and Engineering	Other Fields	Percentage Having Graduate Degree	Range of Middle 80% of Students' GMAT Scores	Range of Middle 80% of Students' TOEFL Scores	Range of Middle 80% of Students' Undergraduate GPA	Percentage of Students Having One or More Years of Full-Time Work Experience	Percentage of Students Entering Directly from Undergraduate School	Common Date for Applicant Reply	Scholarships/Fellowships	Teaching/Research Assistantships	Loans	Required for Financial Aid	Separate Placement Service for Management Students	Starting Salaries	Career Placement	Campus Interviews	Geographic Placement	Master's Program Accredited by	Page Number
	36																		●		●									585
	8	45	32	3	37	8	26	16		20	52	12	0	560-383		3.53-2.40		10	●	●	●	●								490
●	24	125	109	4	16	4	35	2	2	72	19	3	2	450-570		2.8-3.2	95	5				●			●	●	●	●		135
	12	272	272	3	28	19	22	15	5	70	10			460-485		2.8-3.3	30	70			●				●	●	●	●	●	153
	24	65	40	15	20	1	28	20	20	40	10	10	1				100	0												175
	11	340	68	3	37	14	25	30	20	25	25		5	500-650		2.67-3.74	68	32	●	●	●	●		●	●	●	●	●	●	177
		429	185	3	34	16	27	16	7	36	41		10	462-625		2.50-3.58	97	3	●			●		●	●	●	●	●	●	177
●	9	125	65	5	40	2	24	20	20	40	15	5	1	450-490	560-590	2.8-3.1	25	75	●		●	●			●		●		●	191
●	18	800	375	10	40	5	28	15	20	40	15	10	5	450-490	560-590	2.7-3.1	95	10	●			●			●	●	●		●	191
	21	150	90	5	25	0	33	10	10	40	30	10	5	450-550		2.5-3.5	100	0				●								264
	11	316	185					11	13	31	37	8							●	●	●	●		●	●	●	●	●	●	267
●	11	315	66	2	25	5	25	15	15	50	15	5	.5						●	●	●	●		●					●	298
●	18	540		6	29	11	24	23	18	40	15	4		450-550	530-580	2.8-3.5			●	●		●			●	●	●	●	●	332
		40			28		35	22	15	38	25			450-550	530-580	2.8-3.5			●			●			●	●	●	●	●	332
●	9																		●	●		●	●						●	333
	36	550	300	3	20	5		10	20	40	30		15	460-560			85	15			●								●	421
●	12	350	115	5	48	6	23	20	20	35	20	5	5	450-600	560-640	2.75-3.4	20	80	●	●	●				●	●	●	●	●	440
●		550	209	4	39		28	15	15	40	25	5	5	450-600		2.75-3.4	55	20	●						●	●	●	●	●	440
●	12	477	310	5	24	4	28	10	15	50	20	5	1				95	5			●	●	●		●	●	●	●		444
	24																100		●			●								525
●	9	562	275	6	25	7	27	15	15	41	20	9	10	450-550	550-620	2.6-3.5	80	15	●	●	●	●			●	●	●	●	●	539
●	12	135	112	2	38	19	23	26	21	38	4	11	10	400-625	510-580	2.5-3.3	79	21	●	●	●	●					●		●	584
●	24	382	267	6	32	11	26	22	16	31	23	8	27	400-625		2.5-3.3	79	21	●			●	●				●		●	584
	12	940	700	6	29	7	25	10	12	25	30	3	10	440-570	500-550	2.6-3.6	90	10	●	●	●	●			●	●	●	●		585
	12	96	49	1	27	37	26	6	12	57	18	10	1	383-497		2.6-3.6	49	53	●	●	●	●		●		●	●			589
	12	341	209	1	10	34	28	7	13	48	17	15	2	353-546		2.6-3.5	80	31	●	●	●	●		●		●	●			589
●	18	500	100			20		25	30	10	15	20	15				50	15			●				●	●	●	●		334
●	17	432	55	5	22	10	23	10	10	50	20	10	3	470-580	560-600	3.2-3.6	20	80	●	●	●	●	●	●	●	●	●	●	●	335
●	15	100	28	31	17	34	25	4	4	36	21	7	4	400-450		2.8-3.1	21	79		●	●	●		●	●	●	●	●		337
	36	11	7	0	0	0	26	0	0	29	43	26	0	390-460		3.0-3.2	86	16		●	●	●		●	●	●	●	●		337
	6		50	15	15	2	30	4	4	50	40	2	2				90	5												378
	12	125	20	5	35	20	26	25	10	35	25	5	0	464-592		2.50-3.59				●	●	●			●	●	●	●	●	499
		100	26	0	50	4	28	23	4	38	31	4	12	500-582		2.93-3.90			●	●	●	●			●	●	●	●	●	499
●	12	350	150		38			5	5	74	11	5	7	290-584		3.68-2.68	84	12	●		●	●				●	●		●	537
●																														
	11	400	80	5	35	20	28	10	15	25	50		20	450-650	550-600	3.00-3.50	80	20	●		●	●		●					●	338
	12	353	159		45												80	5	●		●				●	●	●	●		347
	9	30	24	8	22	10				50		50	2	450-540	500-540	2.6-3.2	65	35	●		●	●								394
●	9	239	88		40	19	26			23	5	13			573-663				●	●	●			●	●	●	●	●	●	500
	16	100	75	10	40	10	30																	●		●	●		●	504

*See page 37 for explanation

School Name and Page Number (F) = Full-time program (P) = Part-time program		Programs of Study Offered																			Doctoral Program	Other Options	Entrance Dates											
			Concentrations															Joint Degrees																
		General Management Program	Accounting	Arts Administration	Behavioral Sciences	Economics	Finance	Health Services	International Business	Management Information Systems	Management	Marketing	Production/Operations Management	Public Policy or Administration	Quantitative Analysis	Real Estate and Insurance	Transportation	M.B.A./J.D.	M.B.A./Engineering	Other Joint Degrees	Total Doctoral Enrollment	Students Can Take Courses for Credit in Other Schools of University	January	February	March	April	May	June	July	August	September	October	November	December
570	**Willamette University (P)**		●				●			●	●	●		●	●			●				●	●								●			
	PENNSYLVANIA																																	
148	**Bloomsburg State College**	●																					●					●			●			
176	Carnegie-Mellon University (F)	●	●		●	●	●			●	●	●	●	●	●				●	●	58	●									●			
187	**Clarion State College**																																	
209	Drexel University	●	●		●	●	●		●	●	●	●	●	●	●				●	●	3	●	●			●		●				●		
212	**Duquesne University**	●	●			●		●		●	●			●									●							●				
230	Gannon University	●			●	●	●	●			●	●										●	●				●				●			
259	**Indiana University of Pennsylvania (F)**		●		●	●	●			●	●	●			●								●					●			●			
259	Indiana University of Pennsylvania (P)		●		●	●	●			●	●	●			●								●					●			●			
269	**La Roche College (F)**	●			●						●											●	●				●				●			
269	La Roche College (P)	●			●						●											●	●				●				●			
270	**La Salle College (F)**		●				●				●	●																			●			
270	La Salle College (P)		●				●	●		●	●	●	●										●				●				●			
271	**Lehigh University**	●	●		●	●	●				●	●			●						15	●	●				●		●	●				
291	Marywood College	●					●	●	●	●			●										●								●			
342	**The Pennsylvania State University (F)**	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		●	●	60	●									●			
343	The Penn. State U., The Capitol Campus (P)	●	●		●		●				●	●									0		●		●						●			
344	**Philadelphia Coll. of Textiles and Science**	●	●				●	●		●	●	●										●	●								●			
360	Robert Morris College (P)	●	●																				●			●			●			●		
374	**Saint Joseph's University (P)**		●				●	●			●	●									0		●				●				●			
385	Shippensburg State College	●																					●					●			●			
408	**Temple University**		●		●	●	●	●	●	●	●	●	●		●	●					170		●				●				●			
503	University of Pittsburgh (F)	●	●		●	●	●		●	●	●	●	●		●						100	●									●			
516	**University of Scranton**		●			●	●				●	●	●										●	●				●	●		●			
555	Villanova University		●																				●								●			
573	**The Wharton School (U. of Pennsylvania)**		●	●	●		●	●	●	●	●	●		●		●	●	●	●	●	200	●	●								●			
577	Widener University (P)	●			●		●	●				●						●	●				●								●			
587	**York College of Pennsylvania (P)**	●																			0		●					●	●		●			
	PUERTO RICO																																	
505	**University of Puerto Rico**	●	●			●	●					●	●		●							●	●							●				
	RHODE ISLAND																																	
156	**Bryant College (P)**		●								●			●							0		●				●	●			●			
349	Providence College (P)	●																				●	●					●			●			
508	**University of Rhode Island (F)**	●	●			●	●	●	●	●	●	●	●		●				●		0	●	●					●			●			
508	University of Rhode Island (P)	●	●			●	●	●	●	●	●	●	●		●				●		0	●	●					●			●			
	SOUTH CAROLINA																																	
185	The Citadel (P)	●																				●	●					●			●			
190	**Clemson University — Furman University**	●																					●					●		●				
519	University of South Carolina (F)	●	●			●	●	●	●	●	●	●	●		●	●		●		●	83	●						●	●	●				
582	**Winthrop College (P)**	●			●																		●							●				

Deferred Admit Policy	Length of Study	Applicants/ Enrollment for 1979-80		Characteristics of 1979-80 Entering Class															April 15*	Financial Assistance			GAPSFAS	Placement Service	Placement Data Available from School on:				AACSB	
								Percentage with Degree in:																						
School Offers This Option to Students	Minimum Number of Months to Obtain Degree	Number of Students Who Applied for Admission	Number of Students Who Enrolled for the First Time	Percentage of Minority Students	Percentage of Women Students	Percentage of Foreign Students	Average Age of Students at Matriculation	Humanities	Social Sciences	Business and Commerce	Science and Engineering	Other Fields	Percentage Having Graduate Degree	Range of Middle 80% of Students' GMAT Scores	Range of Middle 80% of Students' TOEFL Scores	Range of Middle 80% of Students' Undergraduate GPA	Percentage of Students Having One or More Years of Full-Time Work Experience	Percentage of Students Entering Directly from Undergraduate School	Common Date for Applicant Reply	Scholarships/Fellowships	Teaching/Research Assistantships	Loans	Required for Financial Aid	Separate Placement Service for Management Students	Starting Salaries	Career Placement	Campus Interviews	Geographic Placement	Master's Program Accredited by	Page Number
●	20	23	10	0	30	0	31	20	60	0	20	0	10	430-651		2.3-3.3	100	0	●					●	●	●	●	●		579
●	12	62	41	1	10	1	29	10	12	60	6	12	1				91	32			●	●	●		●	●	●	●		148
●	16	806	115	5	25	5	24	6	28	15	48	3	3	550-680	610-640	3.0-3.8	70	30	●	●	●	●	●	●	●	●	●	●	●	176
																														187
●	12	747	260	10	35	5	25	10	15	40	25	8	2	490-510		3.0-3.5	70	20	●		●	●		●	●	●	●	●	●	209
●	18	262	104	5	33	1				32	30	2	10	632-505		3.6-2.9	89	11	●		●	●				●	●		●	212
	12	300	180	9	18	6	31	18	9	21	23	29	8				80	17			●	●								230
	12	35	25	15	33	6	29	13	12	41	14	17	0	352-573	410-587	2.32-3.57	68	32		●	●	●			●	●	●	●		259
	12	60	45	15	13	25	29	13	12	41	14	17	0	352-573	410-587	2.32-3.57	68	32		●	●	●			●	●	●	●		259
●	24																		●			●	●		●	●	●	●		269
	36																		●			●	●		●	●	●	●		269
	12	65	32	6	40	3	23						3				28			●	●		●	●						270
	24			8	25	1	28										99	1		●				●						270
●	9	356	103		33	6	24			53	29	7				2.77-3.71	45	40		●	●				●	●	●	●	●	271
	18																													291
●	15	800	140	5	34	6	25	8	22	39	21	10	15				70	30	●	●	●	●		●	●	●	●	●	●	342
●	36	359	100	1	35	5	26	5	5	55	35		1	500-530	555-560		98	2		●		●	●							343
●	12																				●	●								344
	24	539	303	2	19	0		5	6	55	20	14	9	445-549			98	7			●	●								360
	1	341															70	10				●								374
●	12	200			17		35	25	25	25	10	15		450-550	450-550	2.7-3.2	85	10		●	●	●								385
	12	1853	1214	11	35	5	28	15	15	30	30		7	455-600	525-650	2.5-3.5	70			●	●	●			●	●	●	●	●	406
●	11	1200	225	7	38	9	25			23	27	5	20				62	32	●	●		●		●	●	●	●	●	●	503
●	12	302	185	2	20	15	28	5	20	40	30	5	10	425-602	507-560	2.6-3.8	80	20		●	●	●								516
	24	60	40					5	5	90			20				100	0	●											555
●		5000		8	27	20	26	13	35	20	26	6	20	532-696	547-660	3.0-3.8	85	15	●	●	●	●	●	●	●	●	●	●	●	573
	18																		●			●				●	●	●		577
	24	87	54																●			●	●				●			587
	24	180	60																											505
	15		289																						●	●	●	●		156
●	18	118	51	2	26	5	27	19	13	57	11		13	400-590		2.5-3.5	90	10	●											349
●	12	230	86	2	38	10	24	16	10	38	14	16	1	460-560		2.6-3.4	30	60	●	●	●	●			●	●	●	●	●	506
	24	202	83	2	37	0	29	10	10	30	27	23	5	460-580		2.6-3.4	95	5	●			●				●		●	●	508
	21	510	51	1	7					70	20	10	1	400-500		2.0-3.8	98	2												185
	12	242	113	.8	19	3	30	7	10	45	33	5	10	422-566		2.33-3.60	90	10				●								190
●	21	453	110	0	29	10	24	13		60	12	15		452-582		2.7-3.9	35	56	●	●	●	●		●	●	●	●	●	●	519
	12	192	60	19	23	5	29	15	15	40	20	10	1	350-500		2.4-3.4	80	15			●	●			●	●	●	●		582

*See page 37 for explanation

School Name and Page Number (F) = Full-time program (P) = Part-time program	Programs of Study Offered																			Doctoral Program	Other Options	Entrance Dates											
		Concentrations															Joint Degrees																
	General Management Program	Accounting	Arts Administration	Behavioral Sciences	Economics	Finance	Health Services	International Business	Management Information Systems	Management	Marketing	Production/Operations Management	Public Policy or Administration	Quantitative Analysis	Real Estate and Insurance	Transportation	M.B.A./J.D.	M.B.A./Engineering	Other Joint Degrees	Total Doctoral Enrollment	Students Can Take Courses for Credit in Other Schools of University	January	February	March	April	May	June	July	August	September	October	November	December
SOUTH DAKOTA																																	
520 University of South Dakota (F)	●																●					●					●		●				
[illegible] University of South Dakota (F)	●																					●					●		●				
TENNESSEE																																	
134 Austin Peay State University (F)	●																					●		●			●			●			
215 East Tennessee State University (F)	●	●																				●					●			●			
[illegible] Memphis State University	●	●		●	●				●	●	●			●			●			41	●					●			●				●
301 Middle Tennessee State University		●		●	●	●			●	●	●	●								3	●	●					●		●				
409 Tennessee State University (P)	●	●			●	●				●	●				●						●	●					●		●				
410 Tennessee Technological University	●																													●			
528 The U. of Tennessee at Chattanooga (F)		●			●	●					●	●										●				●		●	●				
529 The U. of Tennessee at Martin		●								●												●		●			●			●			
530 The U. of Tennessee, Knoxville (F)		●		●	●	●				●	●	●		●	●	●	●			121	●	●					●			●			
530 The U. of Tennessee, Knoxville (P)										●										121	●	●					●			●			
554 Vanderbilt University (F)	●	●		●		●			●		●	●					●		●	0	●									●			
TEXAS																																	
216 East Texas State University	●				●																●	●					●	●	●				
217 East Texas State U. at Texarkana					●	●				●	●										●	●					●			●			
341 Pan American University (F)	●																					●				●				●			
348 Prairie View A & M University	●																					●					●			●			
357 Rice University (F)	●	●		●		●		●	●	●	●		●	●							●								●				
377 St. Mary's University (Texas) (F)					●	●				●	●	●										●					●		●				
393 Southern Methodist University (F)	●	●				●					●			●			●	●	●										●				
393 Southern Methodist University (P)	●	●				●					●			●			●	●	●			●							●				
401 Stephen F. Austin State University (F)		●	●	●	●	●		●	●	●	●	●		●							●	●					●	●		●			
405 Sul Ross State University (F)	●	●	●					●					●						●		●	●					●	●		●			
411 Texas A&M University (F)	●	●				●				●	●	●		●						60		●								●			
412 Texas Christian University (F)	●	●		●		●			●	●	●			●							●								●				
412 Texas Christian University (P)	●	●		●		●			●	●	●			●							●	●				●			●				
413 Texas Tech University (F)	●	●		●		●			●	●	●	●		●			●			48	●	●					●	●		●			
416 Trinity University (F)	●																				●	●					●		●				
416 Trinity University (P)	●																				●	●					●		●				
443 University of Dallas	●						●	●	●	●		●						●				●				●				●			
454 University of Houston		●				●			●	●	●	●		●			●			91		●					●		●				
455 U. of Houston at Clear Lake City (F)		●				●				●	●										●	●					●			●			
455 U. of Houston at Clear Lake City (P)		●				●				●	●										●	●					●			●			
511 University of St. Thomas (F)	●					●		●			●											●					●		●				
511 University of St. Thomas (P)	●					●		●			●											●					●		●				
531 The University of Texas at Arlington		●			●	●		●	●	●	●			●	●					23		●					●			●			
532 The University of Texas at Dallas (F)		●		●	●	●		●	●		●	●	●							66		●				●				●			
532 The University of Texas at Dallas (P)		●		●	●	●		●	●		●	●	●							66		●				●				●			
533 The University of Texas at San Antonio	●	●																			●	●					●		●				
534 The University of Texas at Tyler (P)	●																			0		●					●	●	●				

Deferred Admit Policy	Length of Study	Applicants/ Enrollment for 1979-80		Characteristics of 1979-80 Entering Class															April 15*	Financial Assistance			GAPSFAS	Placement Service	Placement Data Available from School on:				AACSB	
								Percentage with Degree in:																						
School Offers This Option to Students	Minimum Number of Months to Obtain Degree	Number of Students Who Applied for Admission	Number of Students Who Enrolled for the First Time	Percentage of Minority Students	Percentage of Women Students	Percentage of Foreign Students	Average Age of Students at Matriculation	Humanities	Social Sciences	Business and Commerce	Science and Engineering	Other Fields	Percentage Having Graduate Degree	Range of Middle 80% of Students' GMAT Scores	Range of Middle 80% of Students' TOEFL Scores	Range of Middle 80% of Students' Undergraduate GPA	Percentage of Students Having One or More Years of Full-Time Work Experience	Percentage of Students Entering Directly from Undergraduate School	Common Date for Applicant Reply	Scholarships/Fellowships	Teaching/Research Assistantships	Loans	Required for Financial Aid	Separate Placement Service for Management Students	Starting Salaries	Career Placement	Campus Interviews	Geographic Placement	Master's Program Accredited by	Page Number
●	12	85	55	5	25	3	26	10	20	55	15						25	70		●				●	●	●			●	520
●	24	36	25	0	20	0	28		15	50	35						80	15						●	●	●			●	520
	12	60	35	5	35	2	30	10	10	50	30	0	1	440-510		2.5-3.2	90	10	●	●	●	●					●			139
	12	158	89	1	29	8	28	6	8	48	25	13	3	350-608	503-564	2.35-3.62	74	26	●	●	●				●		●	●		215
	12	300		12	19	4								480-510		2.5-3.3					●					●	●		●	298
●	12	130	80	15	30	5	25	15	15	55	10	5	15				80	20	●		●	●			●	●	●			301
	12	200	100	20	30	5	29	10	20	50	15	5	10			350-550	90	25	●											409
	12	70	30	10	33	10	23	10	10	65	10	5	1				40	60		●		●			●	●	●	●	●	410
	18	200	130	10	25	1	29	20	10	40	20	10	10	500-560		2.7-3.1	95	15				●								528
	12	56	41	12	39	14	28	15	7	68	10		5	394-510	500-560	2.47-3.52			●		●					●	●	●		529
●	18	129	77	2	38	5	24	5	21	40	28	6	4	445-620		2.70-3.67	85	48	●	●	●	●							●	530
●	36	94	85	3	23	0	28	3	13	38	42	4	13	440-630		2.63-3.65	82	10	●										●	530
●	18	620	123	4	30	1	24	7	50	20	23		7	510-680		2.9-3.7	43	57	●	●		●	●	●	●	●	●	●	●	554
	12																				●	●								216
	12	80	80	10	30	3	33										90	30	●	●		●			●	●	●	●		217
	24		10	30	10	10	33		10	60	30		0	420-480	540-560	2.80-3.20	80	10			●	●		●	●	●	●			341
	12	246	86	99	45	20	24		10	55	45		5				50	60		●	●	●	●		●	●	●			348
●	24	200	41	0	40	5	24	12	41	20	25	2	10	555-680	600-640	2.95-3.65	32	68	●	●		●			●	●	●	●		357
●	12	250	50	40	16	18	28										75	25								●	●			377
●	12	500	143	7	41	3	24			37	7	9	8	484-620		2.75-3.68	80	40	●	●	●	●		●	●	●	●	●	●	393
	36	235	57	2	33	2	28	34		21	45		16	495-632		2.74-3.82	95	5											●	393
●	12			10	30	5	32	10	25	40	25		10	400-600	525-600	2.5-3.5	50	20	●	●	●	●		●		●	●	●		401
	12	80	40	50	20	30	24		10	80	10			400-550	510-550	3.0-3.5	20	70		●	●	●			●	●	●	●		405
	16	400	200		37	13	22	24	13	42	16	5					40	60		●	●				●		●		●	411
●	18	135	33	3	24	15	23	26	22	28	10	14	10	432-593	553-670	2.3-3.7	50	50		●	●	●	●		●	●	●	●	●	412
●	48	60	37	0	40	0	28	14	5	24	32	24	10	423-631		2.6-3.6	97	3	●										●	412
	12	635	220	5	28	9	27	6	21	39	30	4	17	440-625		2.7-3.8	65	35		●	●	●			●	●	●	●	●	413
	12	150	20	15	20	2	25	10	30	30	10	20	20	475-625	560-625	3.0-3.3	80	20		●						●	●	●		416
	24	150	30	20	25	2	30	10	20	50	10	10	20	420-470	575-600	3.0-3.5	90	10								●	●	●		416
	12	625	409	6	25	24	29						15				85	20		●	●	●		●	●	●	●	●		443
	20																			●	●	●							●	454
●	12	32	32	3	4	1	31						0	450-500	500-587	2.50-3.00	50	88	●	●		●			●	●	●	●		455
●	30	288	338	5	18	2	31						2	450-500	500-587	2.50-3.00	71	24	●	●		●			●	●	●	●		455
●	12	50	15		36	35	24	5	10	55	25	5		400-570	500-560	2.7-3.8			●	●	●	●	●							511
●	24	200	105	7	30	18	26	9	23	30	28	10		410-585	525-570	2.9-3.8			●	●	●	●	●							511
	12	348	167	6	25	25	28	4	19	50	27		8				78	22		●	●	●			●	●	●	●	●	531
	16	1036	94	5	40	51															●	●	●			●	●			532
	18	1036	322	4	31	3															●	●	●			●	●			532
	18	309		27	35		35										95	5				●			●	●	●	●	●	533
	18	20	10	40	40	0	24	5	5	90			100	321-550		2.7-3.5	95	50	●	●		●								534

*See page 37 for explanation

School Name and Page Number (F) = Full-time program (P) = Part-time program	Programs of Study Offered																			Doctoral Program	Other Options	Entrance Dates											
		Concentrations															Joint Degrees																
	General Management Program	Accounting	Arts Administration	Behavioral Sciences	Economics	Finance	Health Services	International Business	Management Information Systems	Management	Marketing	Production/Operations Management	Public Policy or Administration	Quantitative Analysis	Real Estate and Insurance	Transportation	M.B.A./J.D.	M.B.A./Engineering	Other Joint Degrees	Total Doctoral Enrollment	Students Can Take Courses for Credit in Other Schools of University	January	February	March	April	May	June	July	August	September	October	November	December
563 West Texas State University	●	●			●				●												●				●							●	
UTAH																																	
155 Brigham Young University (F)		●				●	●	●		●	●		●				●		●						●					●			
538 University of Utah	●	●		●		●											●	●	●	25	●									●			
552 Utah State University (F)	●	●			●																●	●		●			●			●			
552 Utah State University (P)	●																					●		●			●			●			
VERMONT																																	
539 University of Vermont	●																					●								●			
VIRGINIA																																	
195 College of William and Mary (F)	●	●		●	●	●				●	●	●		●							●	●					●			●			
195 College of William and Mary (P)	●	●		●	●	●				●	●	●		●							●	●					●			●			
231 George Mason University (F)	●	●				●		●	●	●	●			●	●					0	●	●								●			
263 James Madison University	●	●								●	●									0	●	●				●				●			
290 Marymount College of Virginia (P)	●	●		●	●	●				●	●			●					●			●				●	●	●		●			
319 Norfolk State University (F)										●												●					●		●				
336 Old Dominion University	●	●		●	●	●	●		●	●	●	●	●	●	●							●				●	●		●				
384 Shenandoah Coll. and Conser. of Music (P)	●	●		●	●					●												●				●			●				
509 University of Richmond (P)	●					●				●	●						●					●				●			●				
540 University of Virginia (F)	●																●			13	●									●			
556 Virginia Commonwealth University (F)	●	●			●	●		●	●	●	●			●	●							●				●				●			
556 Virginia Commonwealth University (P)	●	●			●	●		●	●	●	●			●	●							●				●				●			
557 Virginia Polytechnic Inst. and State U. (F)	●	●			●	●			●	●	●	●		●						75		●		●			●	●		●			
557 Virginia Polytechnic Inst. and State U. (P)	●				●	●				●	●			●								●		●			●	●		●			
WASHINGTON																																	
222 Eastern Washington University	●	●			●	●	●	●	●	●	●	●		●					●		●	●		●			●			●			
240 Gonzaga University	●																●	●	●			●					●			●			
340 Pacific Lutheran University (P)	●			●		●			●	●	●	●										●	●				●	●		●			
382 Seattle University (P)		●		●	●	●				●	●			●								●		●			●			●			
506 University of Puget Sound (F)		●				●				●	●		●								●	●	●	●		●	●	●		●	●		
541 University of Washington (F)	●	●		●	●	●		●	●	●	●	●		●			●		●		●						●			●			
559 Washington State University	●	●				●				●	●		●	●									●				●			●			
572 Western Washington University (P)	●																			0	●									●			
WEST VIRGINIA																																	
289 Marshall University (F)		●				●				●	●					●					●	●					●	●		●			
289 Marshall University (P)		●				●				●	●					●						●					●	●		●			
564 West Virginia University	●	●				●				●	●			●			●				●	●							●				
574 Wheeling College (F)	●																					●				●		●		●			
574 Wheeling College (P)	●																					●				●		●		●			
WISCONSIN																																	
288 Marquette University (P)	●																				●	●				●	●		●				
544 University of Wisconsin — Eau Claire	●																					●					●		●				
545 The University of Wisconsin — La Crosse	●																					●					●		●				
546 University of Wisconsin — Madison (F)		●	●			●	●	●	●	●	●	●	●	●	●	●				101	●	●					●		●				
547 University of Wisconsin — Milwaukee (F)	●	●		●		●	●		●		●			●						14	●	●					●			●			

Deferred Admit Policy	Length of Study	Applicants/ Enrollment for 1979-80		Characteristics of 1979-80 Entering Class															April 15*	Financial Assistance			GAPSFAS	Placement Service	Placement Data Available from School on:				AACSB	Page Number
								Percentage with Degree in:																						
School Offers This Option to Students	Minimum Number of Months to Obtain Degree	Number of Students Who Applied for Admission	Number of Students Who Enrolled for the First Time	Percentage of Minority Students	Percentage of Women Students	Percentage of Foreign Students	Average Age of Students at Matriculation	Humanities	Social Sciences	Business and Commerce	Science and Engineering	Other Fields	Percentage Having Graduate Degree	Range of Middle 80% of Students' GMAT Scores	Range of Middle 80% of Students' TOEFL Scores	Range of Middle 80% of Students' Undergraduate GPA	Percentage of Students Having One or More Years of Full-Time Work Experience	Percentage of Students Entering Directly from Undergraduate School	Common Date for Applicant Reply	Scholarships/Fellowships	Teaching/Research Assistantships	Loans	Required for Financial Aid	Separate Placement Service for Management Students	Starting Salaries	Career Placement	Campus Interviews	Geographic Placement	Master's Program Accredited by	
	12	300	126	7	21	4	29												●	●	●	●			●	●				563
●	20	619	275	2	8	10	25	25	25	10	15	35	2	530-560	510-550	3.3-3.6	50	50		●	●	●		●	●	●	●	●	●	155
	18	450	201	0	18	0													●	●	●	●		●	●	●	●	●	●	538
	9	136	30	1	10	10	27	10	22	58	10		3	408-618		2.86-3.75	40	60		●	●	●				●	●		●	552
	40	136	40	1	10	1	31	6	4	62	28		14	408-631		2.94-3.80	90	10								●	●		●	552
	18																													539
●	19	355	110	3	34		24		49	22	5	24	1	420-600		2.4-3.1	40	60	●	●	●	●	●		●	●	●	●	●	195
●	60	52	40	.3	42		29		49	22	5	24		420-600		2.4-3.1	100	0	●						●	●	●	●	●	195
	18	448	187																●	●	●	●		●						231
●	12	220	110	8	21	3	29			33	33	33	10				85	15			●	●								263
	24		200	2	50	3	31	25	25	25	25		3	350-550		2.8-3.2	99	1				●	●							290
	12	16	10	90	30	10	24			100			0	350-450			80	10		●		●	●		●	●	●	●		319
●	12	278	127	13	24	1	29	9	10	42	31	8	8	420-560		2.3-3.2	63	21	●	●	●	●				●	●		●	336
●	24	102	102		17	2	32	6	10	35	30	20	1	350-650		2.2-3.6	90	5				●			●	●	●	●		384
	18	130	77		42		28	10	15	40	30	5	2	475-535		2.6-3.2	99	0											●	509
●	18	1500	235	4	32	4	25	20	33	22	20	5	8	500-661	602-647	2.7-3.85	90	10	●	●		●	●	●	●	●	●	●	●	540
	12	75	46	3	35	1													●	●	●	●							●	556
	12	414	258	3	35	1													●	●	●	●							●	556
	12	800	225	3	22	5	24	15	20	50	10	5	10	510-580	610-690	3.1-3.8	15	80	●	●	●	●			●	●	●	●	●	557
	24	515	200	5	25	8	25	10	15	45	25	5	10	520-560	610-690	3.1-3.7	80	15			●	●			●	●	●	●	●	557
	15	138	67		23	10		4	[illegible]	[illegible]	19	20	4	443-543		3.03-3.06				●	●				●	●	●		●	222
	10																		●		●					●	●			240
●	15	106	76	8	28	7	29	9	16	29	37	7	8	462-617	550-583	2.6-3.73	92	7		●	●	●			●	●	●	●	●	340
	15	457	222																●			●							●	382
	12	350	125	10	25	5	28	10	10	45	25	10	10	470-590		3.0-3.5	80	20			●	●	●		●	●	●			506
	18	1050	230	8	33	8	26	9	39	28	20	4	12	549-637	570-627	3.12-3.71	72	28		●	●	●					●		●	541
●	12	235	42		23		28	0	4	66	14	15		380-650		2.8-3.9			●		●								●	559
	21	100	21	1	33	5	28	25	15	25	25	10		480-520		3.0-3.2	100	0	●			●	●		●	●	●	●		572
	12	45	40	5	35	35	30		15	60	15	10	1				10	90			●									289
	24	60	45	5	20	1	33		15	65	10	10	1				75	25												289
●	12	434	158	3	24	8	25	11	6	54	19	10	5	454-604		2.52-3.75	52	48	●	●		●							●	564
	21	58	38	3	5	2	31	6	15	42	28	9	6	400-475	403-420	2.7-3.6	90	10	●			●			●	●	●			574
	36	37	32	1	8	0	29		3	60	20	17	2	410-480	412-425	2.5-3.4	95	5	●						●	●	●			574
	12	435	125														75	20	●	●	●	●							●	288
●	12	106	53	2	19	4	26												●			●								544
	8																			●		●								545
●	12	1397	360	16	24	8								480-620	550-600	3.1-3.8	15	85	●	●	●			●	●	●	●	●	●	546
	12	772	274											407-607	530-567	2.52-3.57				●	●	●		●	●	●	●	●	●	547

*See page 37 for explanation

School Name and Page Number (F) = Full-time program (P) = Part-time program	Programs of Study Offered																			Doctoral Program	Other Options	Entrance Dates											
		Concentrations															Joint Degrees																
	General Management Program	Accounting	Arts Administration	Behavioral Sciences	Economics	Finance	Health Services	International Business	Management Information Systems	Management	Marketing	Production/Operations Management	Public Policy or Administration	Quantitative Analysis	Real Estate and Insurance	Transportation	M.B.A./J.D.	M.B.A./Engineering	Other Joint Degrees	Total Doctoral Enrollment	Students Can Take Courses for Credit in Other Schools of University	January	February	March	April	May	June	July	August	September	October	November	December
548 University of Wisconsin — Oshkosh (F)	●	●				●				●	●	●										●					●			●			
549 University of Wisconsin — Whitewater (F)	●	●		●	●	●		●		●	●	●									●	●					●			●			
549 University of Wisconsin — Whitewater (P)	●	●		●		●		●		●	●	●									●	●					●			●			
WYOMING																																	
551 The University of Wyoming (F)	●	●		●	●	●			●	●	●	●								0	●	●					●		●				
AUSTRALIA																																	
206 Deakin University (P)	●																			6			●										
284 Macquarie University (P)	●	●		●	●	●		●	●	●	●	●	●	●						2													
490 The University of New South Wales (F)	●	●		●	●	●				●	●	●	●	●						21	●		●										
491 The University of Newcastle																																	
527 University of Sydney (P)							●																	●									
542 The University of Western Australia (P)	●			●		●			●	●										3	●		●					●					
BELGIUM																																	
152 Boston University — Vrije Universiteit (P)	●																				●	●				●				●			
CANADA																																	
199 Concordia University (F)	●							●												19	●	●								●			
199 Concordia University (P)	●							●													●	●								●			
203 Dalhousie University (F)	●	●			●	●		●	●	●	●	●		●		●			●											●			
203 Dalhousie University (P)	●	●		●	●	●		●	●	●	●	●		●		●			●											●			
293 McGill University		●		●	●	●		●	●		●	●	●	●	●		●			25													
294 McMaster University (F)	●	●		●		●	●	●	●		●	●		●						4		●								●			
294 McMaster University (P)	●	●		●		●		●	●		●	●		●								●								●			
295 Memorial University of Newfoundland (F)	●																				●									●			
295 Memorial University of Newfoundland (P)	●																				●	●				●				●			
353 Queen's University at Kingston (F)	●	●		●	●	●		●	●	●	●	●		●		●				7	●									●			
376 St. Mary's University (Nova Scotia) (F)	●	●		●		●			●	●	●	●		●							●	●				●		●		●			
376 St. Mary's University (Nova Scotia) (P)	●	●		●		●			●	●	●	●		●							●	●				●		●		●			
420 Universite de Sherbrooke (F)																	●													●			
425 The University of Alberta (F)	●																●	●												●			
425 The University of Alberta (P)	●																					●								●			
431 University of British Columbia (F)	●	●		●		●		●	●	●	●					●				32										●			
431 University of British Columbia (P)	●	●		●		●		●	●	●	●					●														●			
432 The University of Calgary		●		●		●			●		●	●	●									●				●				●			
468 University of Manitoba		●		●		●				●	●		●	●																●			
515 University of Saskatchewan (F)	●																				●	●								●			
515 University of Saskatchewan (P)	●																					●								●			
536 University of Toronto (F)	●	●		●	●	●			●		●	●		●		●				40	●									●			
536 University of Toronto (P)	●	●		●	●	●			●		●	●		●		●				40	●	●								●			
543 University of Windsor (F)		●		●		●		●	●	●	●			●					●			●				●				●			
543 University of Windsor (P)		●		●		●		●	●	●	●			●								●				●				●			
578 Wilfrid Laurier University (P)	●			●	●	●			●	●	●		●																	●			
588 York University (F)	●	●	●	●	●	●		●	●	●	●	●	●	●		●			●	18		●			●					●			
588 York University (P)	●	●	●	●	●	●		●	●	●	●	●	●	●		●																	

Deferred Admit Policy	Length of Study	Applicants/ Enrollment for 1979-80		Characteristics of 1979-80 Entering Class															April 15*	Financial Assistance			GAPSFAS	Placement Service	Placement Data Available from School on:				AACSB	
								Percentage with Degree in:																						
School Offers This Option to Students	Minimum Number of Months to Obtain Degree	Number of Students Who Applied for Admission	Number of Students Who Enrolled for the First Time	Percentage of Minority Students	Percentage of Women Students	Percentage of Foreign Students	Average Age of Students at Matriculation	Humanities	Social Sciences	Business and Commerce	Science and Engineering	Other Fields	Percentage Having Graduate Degree	Range of Middle 80% of Students' GMAT Scores	Range of Middle 80% of Students' TOEFL Scores	Range of Middle 80% of Students' Undergraduate GPA	Percentage of Students Having One or More Years of Full-Time Work Experience	Percentage of Students Entering Directly from Undergraduate School	Common Date for Applicant Reply	Scholarships/Fellowships	Teaching/Research Assistantships	Loans	Required for Financial Aid	Separate Placement Service for Management Students	Starting Salaries	Career Placement	Campus Interviews	Geographic Placement	Master's Program Accredited by	Page Number
	12	218	174	1	14	2	29	5	10	40	33	20	9	425-690		2.50-3.86	97	5	●		●	●					●		●	548
	12	160	70	47	25	25	25		15	50	15	20	5				50	50			●	●			●	●	●	●	●	549
	30	140	110	4	25	0	29	5	15	30	45	10	5				95	5							●	●	●	●	●	549
	12			0	35	0													●	●	●	●								551
	18	180	60	0	5	0	30	5	15	15	30	35	10	420-640			100	0	●											206
	36	200	80		3		29		5	10	80	5	98				100													284
●	21	330	70	25	8	40		26	8	24	32	11	16	386-630			73	27		●	●			●						490
																														491
●	24	100	25				28	10	10	20	40	20	20				100	0												527
	48	126	60		10	13	30	14	8	13	54	11	11	439-640			95	1		●										542
●	22																			●										152
●	12		206																●	●	●	●								199
●	12		122																											199
	16	500	100		40	15	27	20	20	30	25	5	5	520-600	550-600	3.0-3.8	50	50		●	●			●		●	●			203
	44	145	40		40		32	20	20	30	25	5	5	520-600		3.0-3.8	90	10						●		●	●			203
●	16	800	120		32	45	28	20	20	25	35		15				50	50		●	●			●	●	●	●	●		293
	8	605	122		33		24	11	30	7	44	7								●	●	●		●						294
	20	150	61																											294
●		41	11	9		0	27										80	20		●										295
●		40	19	0	4	0	30						0				100	0												295
	16	1062	108		29	3	245			7	46	4	10	550-670	590-625		72	33		●						●	●			[illegible]
	16	175	25	30	30	5	27	20	30	25	25		5	500-590	590-600	3.1-3.7	75	25	●	●	●	●		●	●	●				376
	16	75	15	30	30	0	34	30	20	20	30		15	510-590		2.8-3.4	100	10						●	●	●				378
	28	350	40		10	10	29	10	10	20	30	30	100				100	0	●	●		●		●	●	●	●			420
	16	263	43		29		25	5	15	7	13		6	450-635					●		●								●	425
			78		27		30	14	16	9	31	8	27	462-630															●	425
	16	750	205		25	16													●	●	●	●								431
	48		70																											431
					22			18		13	40	7								●	●	●								432
	24	376	96			10													●	●	●									468
	8	154	46		40	12													●	●										515
	24																		●	●										515
●	16	894	131		41	13		14	32	23	29	1		515-640					●	●	●	●		●	●	●	●	●		536
●		401	179					9	30	11	45	47		530-670																536
●	12	593	139																	●	●	●					●			543
●		80	103																	●	●	●					●			543
	48	150	46				30										100		●											576
●	18	738	159		28									500-600						●	●			●	●	●	●			588
		370	176		28									500-600										●	●	●	●			588

*See page 37 for explanation

School Name and Page Number (F) = Full-time program (P) = Part-time program	Programs of Study Offered																			Doctoral Program	Other Options	Entrance Dates											
		Concentrations															Joint Degrees																
	General Management Program	Accounting	Arts Administration	Behavioral Sciences	Economics	Finance	Health Services	International Business	Management Information Systems	Management	Marketing	Production/Operations Management	Public Policy or Administration	Quantitative Analysis	Real Estate and Insurance	Transportation	M.B.A./J.D.	M.B.A./Engineering	Other Joint Degrees	Total Doctoral Enrollment	Students Can Take Courses for Credit in Other Schools of University	January	February	March	April	May	June	July	August	September	October	November	December
ENGLAND																																	
201 Cranfield Institute of Technology (F)	●	●		●	●	●		●	●	●	●	●		●						12											●		
[illegible] Durham University																																	
253 Imperial Coll. of Sci. & Tech. (U. of London)																																	
274 The London Business School (F)	●																			15											●		
429 University of Bath (F)	●										●									24											●		
[illegible] University of Bath (P)	●	●		●		●		●		●	●									45		●			●						●		
466 U. of Manchester (Business School) (F)	●	●		●		●		●	●		●	●																		●			
[illegible] U. of Manchester Inst. of Sci. & Tech.																																	
507 University of Reading (F)		●			●	●								●	●					4											●		
517 University of Sheffield	●	●			●																										●		
FRANCE																																	
291 INSEAD—The European Inst. of Bus. Ad. (F)	●	●		●	●	●		●	●	●	●	●		●			●													●			
HONG KONG																																	
184 The Chinese University of Hong Kong (F)						●			●		●																			●			
184 The Chinese University of Hong Kong (P)	●																													●			
453 University of Hong Kong (F)	●																													●			
453 University of Hong Kong (P)	●																													●			
ISRAEL																																	
407 Tel Aviv University		●		●	●	●		●	●	●	●	●		●	●	●							●					●			●		
NEW ZEALAND																																	
501 University of Otago (F)	●								●		●	●		●						2	●		●										
SAUDI ARABIA																																	
502 University of Petroleum and Minerals	●	●		●	●	●		●		●	●	●		●									●				●			●			
SCOTLAND																																	
526 University of Strathclyde (F)		●		●	●	●		●	●	●	●	●	●	●						11										●			
526 University of Strathclyde (P)		●		●	●	●		●	●	●	●	●	●	●						11										●			
SOUTH AFRICA																																	
437 University of Cape Town		●				●		●	●		●			●									●										
550 University of the Witwatersrand				●	●	●					●			●						5		●											
SPAIN																																	
482 University of Navarra (F)	●																			16										●			
SWITZERLAND																																	
181 Centre d'Etudes Industrielles	●	●				●					●																						
[illegible] IMEDE	●	●		●	●	●		●	●	●	●	●		●								●											

Deferred Admit Policy	Length of Study	Applicants/ Enrollment for 1979-80		Characteristics of 1979-80 Entering Class															April 15*	Financial Assistance			GAPSFAS	Placement Service	Placement Data Available from School on:				AACSB	
								Percentage with Degree in:																						
School Offers This Option to Students	Minimum Number of Months to Obtain Degree	Number of Students Who Applied for Admission	Number of Students Who Enrolled for the First Time	Percentage of Minority Students	Percentage of Women Students	Percentage of Foreign Students	Average Age of Students at Matriculation	Humanities	Social Sciences	Business and Commerce	Science and Engineering	Other Fields	Percentage Having Graduate Degree	Range of Middle 80% of Students' GMAT Scores	Range of Middle 80% of Students' TOEFL Scores	Range of Middle 80% of Students' Undergraduate GPA	Percentage of Students Having One or More Years of Full-Time Work Experience	Percentage of Students Entering Directly from Undergraduate School	Common Date for Applicant Reply	Scholarships/Fellowships	Teaching/Research Assistantships	Loans	Required for Financial Aid	Separate Placement Service for Management Students	Starting Salaries	Career Placement	Campus Interviews	Geographic Placement	Master's Program Accredited by	Page Number
●	12	1000	141		5	21	31	12	15	19	42	10	8	526-689	590-653		100			●		●		●	●	●	●			201
																														213
																														253
●	21	500	100		21	36	26	17	24	8	34	12	7	476-662			66	14		●		●		●	●	●	●			274
	12	780	27		15	50	31	6	6	6	30		3						●	●		●								429
					5	10	33		20	40	20	20	80																	429
●			87		22	12	27										70	30						●	●	●	●	●		466
																														467
	12	150	15		6	30	28			15	85		100							●										507
	12	150	25		15	50	28	10	30	10	50		10	500-600			70	20												517
	10			15	10	86	27	5	9	37	43	6	95				74	10	●			●		●	●	●	●	●		201
	22	147	32	0	23	0	19			28	39	16	0	427-567	540-620		64	36	●	●		●		●						104
	34	155	45	0	15	0	20			15	44	12	14	448-586	560-640		100	0	●											184
	24	47	10		10		27	10	10	10	50	10	10	458-565			80					●								453
		31	14		7	7	32	14		7	36		21	478-616			100					●								453
	15						18										90													407
●	18	80	25		10	25	30		15	10	10	40	75	500-620			75	25		●		●		●	●	●	●	●		501
	24	90	40				25			60	35	5	5				80	90		●	●									502
	12	739	46	38	7	33	31	14	7	38	38	2	2				100	0		●		●								526
	36	75	43	7	2	5	32	8	14	28	42	2	7				100	0												526
	11	191	128	2	9	27			13	36	30	14	84				21							●						437
	17																													550
●	21																			●		●		●	●	●	●	●		482
					5	100	33			30	40	30	30				100													181
●	12		50		6	90	29			36	36	5	100				100	0						●	●	●	●	●		232

*See page 37 for explanation

Description of the Graduate Management Admission Test

The Graduate Management Admission Test is designed to help graduate schools assess the qualifications of applicants for advanced study in business and management. The test can be used by both schools and students as an evaluation of verbal and mathematical skills as well as of general knowledge and preparation for graduate study. The GMAT should be considered as only one of several indicators of ability.

Format

The current GMAT consists of eight separately timed sections; the total testing time is about three and one-half hours. Beginning in June 1982, the total testing time will be four hours. The test consists entirely of multiple-choice questions. Each question offers five choices from which the examinee is to select the best answer.

Each form of the test contains two sections of trial questions that are needed for pretesting and equating purposes. These questions, however, are not identified, and you should do your best on all questions. The answers to trial questions *are not counted* in your test score. Not all students will receive the same test book. Do not become alarmed if your test book seems to differ from others.

Both the Graduate Management Admission Council and Educational Testing Service are aware of the limitations of the multiple-choice format, particularly in measuring the applicant's ability to formulate general concepts or to develop detailed supportive or opposing arguments. However, in a national testing program designed for a wide variety of students with differing backgrounds, the use of a large number of short, multiple-choice questions has proved to be an effective and reliable way of providing a fair and valid evaluation.

Content

It is important to recognize that the GMAT evaluates skills and abilities that develop over relatively long periods of time. Although the sections are basically verbal or mathematical, the complete test provides one method of measuring overall ability. The GMAT does not test specific knowledge obtained in recent course work, and it does not seek to measure the applicant's achievements in any specific areas of study.

The Graduate Management Admission Council recognizes that questions arise concerning techniques for taking examinations, and it is hoped that the descriptions given here, along with the sample test, will give a practical familiarity with both the concepts and techniques required by GMAT questions.

The material on the following pages will first give you a general description and brief discussion of the objectives and techniques for each question type. After this material, there is an authentic GMAT. Following the test you will find an answer key, scoring information, a discussion of a representative range of questions, and a description of the methods used in determining the correct answers. The general level of difficulty of these questions is given to provide you with a guide to how past candidates have performed.

The sample test and discussion materials are representative of the types of questions in an actual test. Since several different forms of the test are administered in any one year, not all types of questions will necessarily appear in any one form of the GMAT, and, conversely, material not appearing in the representative test or in the discussions may appear in an actual test. Also, the types of questions may not—or may—be in the same order.

Reading Comprehension Questions

The reading comprehension section of the GMAT is made up of several reading passages about which you will be asked interpretive, applicative, and inferential questions. The passages are approximately 500 words long, and they discuss topics from the social sciences, the physical and biological sciences, and the humanities. Neither the passages nor the questions, however, assume a detailed knowledge of the topics discussed. Each section includes at least one passage from each of the three areas so that you will probably be generally familiar with some of the material.

WHAT IS MEASURED

The reading comprehension section in the GMAT is one measure of your ability to understand, analyze, and apply information and concepts presented in written form. All questions are to be answered on the basis of what is stated or implied in the reading material, and no specific knowledge of the material is required. Reading comprehension, therefore, evaluates your ability to

- understand words and statements in the reading passages (Questions of this type are not

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vocabulary questions. These questions test your understanding of and ability to use specialized terms as well as your understanding of the English language. You may also find that questions of this type ask about the overall meaning of a passage);

- understand the logical relationships between significant points and concepts in the reading passages (For example, such questions may ask the examinee to determine the strong and weak points of an argument or to evaluate the importance of arguments and ideas in the passage);
- draw inferences from facts and statements in the reading passages (The inference questions will ask you to consider factual statements or information and, on the basis of that information, reach a general conclusion);
- make simple arithmetical calculations using the data in the reading passages (These simple calculations may involve the interpretation of numerical data or the use of simple arithmetic to reach conclusions about material in the passage).

TEST-TAKING STRATEGIES

1. You should not expect to be completely familiar with any of the material. The passages vary in difficulty, but all are designed to present a challenge.
2. Since the questions require specific and detailed understanding of the material, you should analyze each passage carefully the first time you read it. There are approximately 1,500 words of text in the entire section. This means that, even if you read at the relatively slow rate of 250 words per minute, you will have about 24 minutes for answering the questions. You should, of course, be sure to allow sufficient time to work on each passage and its questions. There are other ways of approaching the reading comprehension passages, such as skimming the passages or even reading the questions first. You should choose the method most suitable for you.
3. Underlining may also be useful for this section. Focus on key words and phrases and try to follow exactly the development of separate ideas. In the margins, note where each important idea, argument, or set of related facts begins.

   Make every effort to avoid losing the sense of what is being discussed. If you become lost, you must go back over the material, and this wastes time. Keep the following in mind:

   - note how each fact relates to an idea or an argument,
   - note where the passage moves from one idea to the next,
   - separate main ideas from supporting ideas,
   - determine what conclusions are reached and why.
4. Read the questions carefully, making certain that you understand what is being asked. If necessary, refer back to the passage for clarification.
5. Read all the choices carefully. Never assume that you have selected the correct answer without first reading all the choices.
6. Select the choice that best answers the question in terms of the information given in the passage. You should not rely on outside knowledge for answering the questions.
7. Remember that understanding, not speed, is the critical factor.

Data Sufficiency Questions

Each of the problems in the data sufficiency section of the GMAT consists of a question, often accompanied by some initial information, and two statements, labeled (1) and (2), containing additional information. You must decide whether sufficient information to answer the question is given by either (1) or (2) individually or—if not—by both combined.

These are the directions that you will find for the data sufficiency section of the GMAT. Read this carefully and make sure that you understand each part.

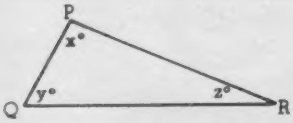
Directions: Each of the data sufficiency problems below consists of a question and two statements, labeled (1) and (2), in which certain data are given. You have to decide whether the data given in the statements are *sufficient* for answering the question. Using the data given in the statements *plus* your knowledge of mathematics and everyday facts (such as the number of days in July or the meaning of *counterclockwise*), you are to blacken space

A if statement (1) ALONE is sufficient, but statement (2) alone is not sufficient to answer the question asked;
B if statement (2) ALONE is sufficient, but statement (1) alone is not sufficient to answer the question asked;
C if BOTH statements (1) and (2) TOGETHER are sufficient to answer the question asked, but NEITHER statement ALONE is sufficient;
D if EACH statement ALONE is sufficient to answer the question asked;
E if statements (1) and (2) TOGETHER are NOT sufficient to answer the question asked, and additional data specific to the problem are needed.

Note: A figure in a data sufficiency problem will conform to the information given in the question, but will not necessarily conform to the additional information given in statements (1) and (2).

Example:

In △PQR, what is the value of x?
(1) PQ = PR
(2) y = 40



Explanation: **According to statement (1), PQ = PR; therefore, △PQR is isosceles and y = z. Since x + y + z = 180, x + 2y = 180. Since statement (1) does not give a value for y, you cannot answer the question using statement (1) by itself. According to statement (2), y = 40; therefore, x + z = 140. Since statement (2) does not give a value for z, you cannot answer the question using statement (2) by itself. Using both statements together you can find y and z; therefore, you can find x, and the answer to the problem is C.**

All numbers used are real numbers.

WHAT IS MEASURED

Data sufficiency questions are designed to measure your ability to analyze a quantitative problem, to recognize which information is relevant, and to determine at what point there is sufficient information given to solve the problem.

TEST-TAKING STRATEGIES

1. Do not waste valuable time solving a problem; you are only to determine whether sufficient information is given to solve the problem. After you have considered statement (1), make a check mark next to (1) if you can determine the answer and a cross mark if you cannot. Be sure to disregard all the information learned from statement (1) while considering statement (2). This is very difficult to do and often results in erroneously choosing answer C when the answer should be B. Suppose statement (2) alone is sufficient. Then a check mark next to (1) indicates that D is the correct answer; a cross mark next to (1) indicates that B is correct. Suppose statement (2) alone is *not* sufficient. A check mark next to (1) indicates that A is the correct answer; a cross mark next to (1) indicates that you must now consider whether the two statements taken together give sufficient information; if they do, the answer is C; if not, the answer is E.
2. If you determine that the information in statement (1) is sufficient to answer the question, the answer is necessarily either A or D. If you are not sure about statement (1) but you know that statement (2) alone is sufficient, the answer is necessarily either B or D. If neither statement taken alone is sufficient, the answer is either C or E. Thus, if you have doubts about certain portions of the information given but are relatively sure about other portions, you can logically eliminate two or three options and more than double your chances of guessing correctly.
3. Remember that when you are determining whether there is sufficient information to answer a question of the form, "What is the value of y?" the information given must be sufficient to find one and only one value for y. Being able to determine minimum or maximum values or an answer of the form y = x + 2 is not sufficient, because such answers constitute a range of values rather than "*the value of y.*"
4. When geometric figures are involved, be very careful not to make unwarranted assumptions based on the figures. A triangle may appear to be isosceles, but can you detect the difference in the lengths of segments 1.8 inches long and 1.85 inches long? Furthermore, the figures are not necessarily drawn to scale; they are generalized figures showing little more than intersecting line segments and the betweenness of points, angles, and regions.

Problem-solving Questions

This section of the GMAT is designed to test (1) basic mathematical skills, (2) understanding of elementary mathematical concepts, and (3) the ability to reason quantitatively and to solve quantitative problems in "real life" situations.

Although some problems in the test are in a mathematical setting, the major emphasis is on solving problems based on "real life" situations.

WHAT IS MEASURED

Problem-solving questions test your ability to understand verbal descriptions of situations and to solve problems using arithmetic, elementary algebra, or commonly known concepts of geometry.

TEST-TAKING STRATEGIES

1. Pacing yourself is very important. Bring a watch with you and consult it from time to time. Work as carefully as possible, but do not spend precious time checking answers or pondering over problems that you find difficult. Make a check mark in your test book next to the troublesome problems or those problems you feel should be checked. When you have completed the section, spend the remaining time on those difficult problems. Remember each question has the same weight.

2. If you cannot solve a problem but you can eliminate some of the options as being unlikely, then you should guess. If the options are equally plausible, then you should not guess. A percentage of the wrong answers will be subtracted from the number of right answers to compensate for guessing, but the number of omitted questions will not be subtracted.

3. On questions that require approximations, scan the options to get some idea of the required closeness of approximation; otherwise, you may waste time on long computations where a short mental process would serve as well (for example, taking 48 per cent of a number instead of half the number).

Practical Judgment Questions

The practical judgment section of the GMAT asks you to classify on the basis of relative importance the facts and conditions that make up a management or business situation. Each section contains a passage describing a problem that must be solved or a goal that must be achieved. The passage discusses the nature of the problem, gives the facts and conditions related to the situation, and suggests possible solutions to the problem.

Implicit in each passage is a decision that must be made: which of the possible solutions is the best choice for solving the problem? The decision may or may not be reached in the passage, but the possible solutions are fully examined, and the facts and conditions that affect the outcome are evaluated from different points of view. Given this problem situation, you must then classify the facts and conditions as objectives, factors, assumptions, or unimportant issues. You must also decide how important each of the factors is in making the decision. If a factor is of primary importance, it is a major factor. If a factor is only of secondary importance, it is a minor factor. If an aspect of the problem situation is insignificant as a factor, it is an unimportant issue.

There are six basic elements of practical judgment situations.

The decision maker is the person or group of persons in the problem situation who must make the best choice for solving the problem.

The choices are the alternatives available to the decision maker for solving the problem. There probably is one choice that will best solve the problem. The decision maker wishes to make that choice.

The major objectives are the goals the decision maker is trying to achieve, that is, the condition that will exist after the problem has been solved. Objectives can include a wide variety of concrete or abstract goals. These objectives may include, but are not limited to, such things as improved equipment, expanded production, compliance with laws, business reputation, or customer good will.

Even though practical judgment passages are generally developed in terms of one problem or one goal, the decision maker may have several objectives. Practical judgment passages frequently have more than one objective.

The factors are the financial, material, or time considerations that make up the problem situation and that will influence, in varying degrees, the choice of the best solution to the problem. Factors can include a wide variety of concrete and abstract considerations. Factors may include, but are not limited to, such things as cost, available space, production schedules, compliance with laws, business reputation, or customer good will. There are two types of factors.

- Major factors are those aspects of the problem situation that have direct and significant influence on making the best choice for solving the problem. For example, the cost of equipment may be decisive in determining whether or not a goal can be achieved. This kind of relationship to the objective gives the factor major importance.

  Major factors may sometimes, but not always, be divided into smaller elements. For example, the final cost of a piece of equipment will include maintenance costs, shipping costs, and finance costs. Thus, a question concerning the total cost of a piece of equipment might be a major factor whereas a question concerning shipping cost for the equipment would not.

- Minor factors are those aspects of the problem situation that bear on and influence major factors. Minor factors do not have the same relationship to the objectives that major factors have. Minor factors may be more specific than major factors, and minor factors may frequently contribute to major factors.

  As stated above, if the cost of equipment is a major factor, the shipping cost of the equipment, or the distance to be shipped, depending on the situation, may be a minor factor. As another example, if the reliability of a piece of equipment is a major factor, the age of the equipment, since it contributes to the reliability, is a minor factor.

  It is especially important to realize that whether or not an aspect of the problem situation is a factor or an objective depends on the facts and conditions of the problem as stated and developed in the passage. For example, in one situation "compliance with laws" may be a factor. There may be, however, situations in which "compliance with laws" can be an objective. Since this is so, you must always evaluate each passage independently.

The major assumptions are the suppositions and projections made by the decision maker *before* he or she evaluates the factors. The assumptions establish a framework within which the decision maker works, and they are accepted by the decision maker as true without question or explanation. For example, if a seller assumes that the market for the product will increase, he or she then evaluates the factors and makes a decision accordingly.

Unimportant issues are elements of the problem situation that do not influence the choice of the best solution, do not bear on or influence a major factor in any appreciable way, and do not appear as part of the decision maker's assumptions about the problem situation.

There are two types of practical judgment questions. The greater number are data evaluation questions. These questions determine how well you can classify the elements of the problem situation into (A) major objectives, (B) major factors, (C) minor factors, (D) major assumptions, and (E) unimportant issues.

Data application questions are the second type. These questions determine how well you understand the nature of various elements of the problem and the practical mechanics of their relationships to each other. Data application questions ask you to use specific information from the passage; such questions may require you to make simple mathematical calculations, to draw conclusions based on the facts of the situation, or to make limited decisions concerning specific elements of the problem situation.

WHAT IS MEASURED

The practical judgment section of the GMAT is one measure of your ability to analyze and evaluate the major aspects of a business or management situation. It tests your perception of the financial, material, and legal aspects of a problem in terms of their importance with respect to each other and with respect to reaching a goal.

This test does not presuppose either practical or academic knowledge of specific business terms and practices. Although many of the problems are based on business or management situations, the examinee can solve the problems using only common sense and logical reasoning.

TEST-TAKING STRATEGIES

Data Evaluation Questions

1. Become thoroughly familiar with the definitions of each element of practical judgment problem situations as discussed above and as given in the directions for the practical judgment section in the test itself.
2. Read the passages carefully. They will usually be from 1,000 to 1,500 words long. Since this material establishes complex relationships between the elements of the problem situation, it may be wise to analyze the passage closely the first time through.
3. While reading the passage, try to identify the basic elements.
   a. The decision maker and the objectives will usually be clearly stated early in the passage.
   b. A survey of the available choices will usually appear toward the beginning of the passage. Recognizing and isolating the choices will help you establish clearly the decision that is to be made.
   c. The greater part of the remainder of the passage will be a detailed discussion of the choices available to the decision maker and the factors and conditions involved in each choice. Read this material carefully.

   Note the arguments for and against each proposed solution. Note the factors that seem to determine the course of the discussion.

   Remember that the decision maker is working toward the best possible choice. The factors should be weighed with a general awareness of a best possible choice.
4. Read each of the data evaluation questions carefully. Determine as precisely as possible the exact nature of the fact or concept involved in the question. Is it something that the decision maker wants? Is it something that will influence making the best choice? How significant is the fact in determining the best choice?
5. Keeping the entire problem situation clearly and completely in mind, try to determine where the fact or concept fits into the process of making the best choice.
6. Select the answer that most nearly describes your evaluation of the fact or concept involved in the question.

Data Application Questions

1. Note that data application questions usually deal with concrete facts and information found in the passage. This material is sometimes summarized in a chart or list at the end of the passage. If there is no chart or list, the information must be taken directly from the discussions in the passage.
2. If a chart or list is given, note that it brings together the facts concerning each choice for solving the problem. Take some time to examine the chart or list carefully. What kind of information does it contain? In what units is the information presented? For example, are units of cost

monthly, quarterly, or yearly? Do not spend too much time with the chart, but quickly become familiar with the data it contains.

3. If a chart or list is not given, you must remember where in the passage the issue involved was discussed. It is important to realize that any issue may have been discussed in several places in the passage.
4. Read each data application question carefully. Try to determine how the facts influence the choice of the best solution or how they relate to the problem situation. This will insure that all necessary steps for obtaining the correct answer are made.
5. Determine what kind of information must be used in answering the question. For example, does the question deal with cost? Are there various factors that contribute to the kind of cost with which the question deals? For example, the final cost of a product may include labor, rent and utilities, and materials.
6. Make calculations. Care should be taken that no necessary steps or components are omitted from the calculation.
7. Based on your understanding of the problem situation and any information taken directly or calculated from the passage, choose the correct answer to the question.

Writing Ability Questions

There are two types of writing ability questions in the GMAT. You may encounter one or both types in your test book.

Usage

In this type of writing ability question, you will be given a number of sentences in which four words or phrases have been underlined. You are to choose the one underlined word or phrase that must be changed in order to make the sentence acceptable in standard written English. If you believe that the sentence is correct as given, you should mark *No error.*

WHAT IS MEASURED

The usage questions test your ability to recognize basic conventions of standard written English. Standard written English is the conventional, edited language of most college textbooks and the language required for most college or university papers. No knowledge of highly specialized linguistic or grammatical terminology is required; you are asked only to recognize in context the appropriate forms for verb tense, pronoun-antecedent agreement, parallel structure, noun-verb agreement, coordination, subordination, and similar standard patterns. This is not a test of spelling, capitalization, or punctuation.

Examples

The fact that the 1974 Nobel Prize in Physics was shared by two Cambridge radio astronomers are a reminder of the
A B
growing contribution of astrophysics to science. No error
C D E

For this example, choice A is the incorrect element of the sentence. *Fact* is the subject of the sentence and requires the verb *is* rather than *are.*

It is a rule common to near all African cultures that people
A B
and animals must not be counted while they are present.
C D
No error
E

For this example, choice B is the incorrect element. The correct form for this situation is *nearly.*

TEST-TAKING STRATEGIES

1. One way to gain familiarity with the basic conventions of standard written English is to read material reflecting standard usage. Suitable material will usually be found in good magazines, editorials in outstanding newspapers, and the collections of essays used by many college and university writing courses.

   A general review of basic rules of grammar and time spent with writing exercises are also ways of studying for the writing ability section. If you have papers that have been carefully evaluated for grammatical errors, it may be helpful to review them.
2. The recognition of errors in context requires careful reading. During the test, read through the entire sentence and then evaluate each of the underlined parts. Remember that you are looking for the *one* part that must be corrected; there is either no error or a single error in each of the sentences. Never assume that you have found the error until you have evaluated all of the underlined parts.

Sentence Correction

In this type of writing ability question, you will be asked which of the five choices is the best way of expressing an idea or relationship. Your responses to these questions must show that you are familiar with various stylistic and grammatical errors in standard written English as well as the most effective ways of correcting such errors. In some sentences no correction will be required.

WHAT IS MEASURED

Sentence correction questions test two broad aspects of language:

1. *Correct expression.* A clear sentence is grammatically and structurally correct. All rules of agreement (subject-verb, pronoun-antecedent, pronoun consistency), pronoun case, and verb tense sequence have been followed. Further, a clear sentence will not have dangling or misplaced modifiers, will not have awkward or inconsistent expressions, and will not have faults in parallel construction.

2. *Effective expression.* An effective sentence expresses an idea with the least number of words and with correct and appropriate grammatical constructions. This does not mean that the choice with the fewest and simplest words is necessarily the correct answer. It means that there are no unnecessary words and no needlessly complicated expressions in the correct sentence.

   In addition, an effective sentence uses proper diction. Diction refers to the standard dictionary meaning of words and the appropriateness of words in the context of standard written English. In evaluating the diction of a sentence, you must be able to recognize whether the words are well chosen, accurate, and suitable for the context. You must also be able to tell whether the words fail, because of inaccuracy or inappropriateness, to convey a clear and accurate idea.

Directions: In each of the following sentences, some part of the sentence or the entire sentence is underlined. Beneath each sentence you will find five ways of phrasing the underlined part. The first of these repeats the original; the other four are different. If you think the original is better than any of the alternatives, choose answer A; otherwise choose one of the others. Select the best version and blacken the corresponding space on your answer sheet.

This is a test of correctness and effectiveness of expression. In choosing answers, follow the requirements of standard written English; that is, pay attention to grammar, choice of words, and sentence construction. Choose the answer that produces the most effective sentence—clear and exact, without awkwardness or ambiguity. Do not make a choice that changes the meaning of the original sentence.

Examples

Accountants, like lawyers and physicians, regard the overt pursuit of new business as inappropriate professional behavior.

(A) Accountants, like lawyers and physicians, regard the overt pursuit of new business as
(B) Accountants, as lawyers and physicians, regard the overt pursuit of new business as
(C) As it is with lawyers and physicians, accountants regard the overt pursuit of new business to be
(D) Like the lawyers and physicians, the accountants regard pursuit of new business that is overt as
(E) Like lawyers and physicians regarding it, accountants consider the overt pursuit of new business

In choice B, *as* is ambiguous; the phrase *Accountants, as lawyers and physicians* can mean *Accountants, in their capacity as lawyers and physicians.* In choice C, *As it is with* is vague; there is nothing in the rest of the sentence to which *it is* can refer. In choice D, *the* should not be used before *lawyers and physicians,* which is correct without *the,* since no particular lawyers and physicians are mentioned. Similarly, *accountants* is preferable to *the accountants.* In addition, *that is overt* is misplaced; pursuit is overt, not business. In choice E, *regarding it* is incorrect. *Regard* is properly followed by *it,* but in the given construction, *it* seems to refer to *accountants,* and this is incorrect. Choice A is the correct answer. This question is of moderate difficulty.

A thunderclap is a complex acoustic signal as a result of rapid expansion of heated air in the path of a lightning flash.

(A) as a result of
(B) caused as a result of
(C) resulting because of the
(D) resulting from the
(E) that results because there is

In choice A, *is a . . . signal as a result* is incorrect. It is the thunderclap, not its being a signal, that results from the expansion. In choice B, it is superfluous to use both *caused* and *result,* and it is also superfluous to use both *result* and *because* in choices C and E. In choice C, *because of* is not the correct preposition to use after *resulting; from* is correct and is used in the correct answer, D. This is an easy question.

Ever since the Civil War, the status of women was a live social issue in this country.

(A) Ever since the Civil War, the status of women was
(B) Since the Civil War, women's status was
(C) Ever since the Civil War, the status of women has been
(D) Even at the time of the Civil War, the status of women has been
(E) From the times of the Civil War, the status of women has been

In choice A, the verb following *women* should be *has been,* not *was,* because *ever since* denotes a period of time continuing from the past into the present. For the same reason, *was* is inappropriately used with *since* in choice B. In choice D, *even at* changes the meaning of the original sentence substantially and does not fit with *has been; was* is correct with *even at.* In choice E, *times* is incorrect; the standard phrase is *from the time of.* C is the correct answer for this easy question.

If, as now seems likely, the development of nuclear energy is slowed in favor of greater coal consumption, the more rapid the rise in atmospheric carbon dioxide must be anticipated.

(A) the more rapid the rise in atmospheric carbon dioxide must be anticipated
(B) the more rapid the rise in atmospheric carbon dioxide is to be anticipated
(C) the anticipation is for a more rapid rise in atmospheric carbon dioxide
(D) we must anticipate more rapid rising in atmospheric carbon dioxide
(E) a more rapid rise in atmospheric carbon dioxide must be anticipated

Choices A and B contain a phrase, *the more rapid the rise,* that must be correlated with another similar phrase, such as *the slower the development.* Since such a phrase is not present in the part of the sentence that is not underlined, *the more rapid the rise* is incorrect. In addition, the verb *is* is understood with *the more rapid the rise,* so the verb *must be anticipated* cannot be added in choice A without a preceding *that.* In choice B, *is to be anticipated* should be *that can be anticipated.* In choice C, *the anticipation is for* is not proper; *for* should not be used with *anticipation,* and *anticipation* is awkwardly preceded by *the* without any previous mention of anticipation or any words specifying whose anticipation is denoted. In choice D, *more rapid rising* does not properly complement *anticipate.* The proper noun form is *a more rapid rise;* the article *a* is required before *rising,* and even this is cumbersome in comparison to *a rise.* Choice E, the correct answer, is simple and direct. This is an easy question.

In 1969, Nixon proposed the Family Assistance Plan, which would have replaced the existing welfare system for a program assuring all families a guaranteed income.

(A) would have replaced the existing welfare system for
(B) would replace the existing welfare system for
(C) would have substituted for the existing welfare system
(D) would have substituted the existing welfare system for
(E) could substitute the existing welfare system for

In choices A and B, *for* is used with the verb *replace,* but *with* is correct. In choice B, the change of *would have replaced* to *would replace* gives a different meaning to the verb by suggesting that the proposal is still under consideration; the change is not necessary, since *would have* is correct. In choices D and E, the objects of *substituted* and *for* are reversed from what the sense requires. It is the new program that is substituted for the old system; this is what the correct answer, choice C, says. This is a difficult question.

TEST-TAKING STRATEGIES

1. Read each sentence carefully. Try to understand the specific idea the sentence should express.
2. Since the part of the sentence that *may* be incorrect is underlined, concentrate on evaluating the underlined part of the sentence for errors and possible corrections.
3. Before reading the choices, try to identify the exact nature of the error in the sentence.
4. Read each choice carefully. Choice A always repeats the underlined portion of the original sentence. Choose A if you feel that the sentence is correct.
5. Try to determine how well each choice corrects whatever you consider to be the error in the sentence.
6. Make sure that you evaluate the sentence and the choices in terms of general clarity, economy of language, and appropriateness of diction.
7. Remember that some sentences will require no corrections. These sentences should be marked A.

Verbal Ability Questions

This section of the GMAT tests various kinds of verbal ability. There are three different types of verbal questions in the section.

Antonyms give you a word and ask you to determine which of five choices is most nearly the opposite in meaning to the given word.

Example

PRAISE:

(A) exasperate (B) silence (C) question
(D) censure (E) fight

For this example, choice D, *censure,* is the word that is most nearly opposite in meaning to *praise.*

Analogies give you a pair of words and ask you to determine which of five choices most nearly expresses the same relationship as that established by the given words.

Example

TRACK : TRAIN : :

(A) ocean : river (B) road : car (C) house : man
(D) floor : baby (E) water : fish

For this example, choice B, *road : car,* most nearly expresses the same relationship as that established by *track : train.*

Sentence completion questions give you a sentence with one or two blank spaces. Each blank space indicates the omission of a word or phrase, and you are asked to determine which of five choices best completes the meaning of the sentence as a whole.

Example

His mind was great and powerful but ······· in scope, being little aided by ·······.

(A) original . . flexibility (B) limited . . imagination
(C) scholarly . . learning (D) skilled . . creativity
(E) prejudiced . . doctrines

For this example, choice B best completes the meaning of the sentence: "His mind was great and powerful but limited in scope, being little aided by imagination."

WHAT IS MEASURED

Although vocabulary is an important aspect of the verbal ability section, more than vocabulary is being tested. For example, all three of the types of verbal ability questions test your perception of logical relationships between words, phrases, and concepts. These relationships may sometimes be quite simple, but they may also involve very specific and highly accurate correlations which are designed to measure the entire range of verbal abilities which include vocabulary but also go beyond it.

The *antonym questions* require you to know the meaning of the given words and also the meanings of the choices. Consider, however, the following:

Example

UNINTELLIGENT:

(A) smart (B) sensitive (C) intuitive
(D) acute (E) shrewd

In this instance, the question is also testing your sensitivity to the exactness of the choices given since all of the words are closely related in their meanings. This is a difficult example. The correct choice here is A.

The *analogy questions* are primarily designed to test your ability to perceive conceptual relationships between two words and then to recognize a similar conceptual relationship between two other words. These questions depend less on vocabulary than on the reasoning involved in determining exactly how the concepts are related.

In general, the analogies are based on common situations, common ideas, and general reading rather than specialized reading, advanced courses, or specific facts.

Example

ORB : KING : :

(A) crown : wig (B) gavel : judge (C) tiara : robe
(D) bishop : pope (E) influence : order

The relationship established by the given words is that the first term *orb*, is the symbol of power or authority for the second term, *king*. The only one of the choices in which this same conceptual relationship is maintained is in B, because the *gavel* is the symbol of power or authority for the *judge*.

The *sentence completion questions* provide a measure of one aspect of your reading comprehension. Primarily, this involves your ability to select a word or phrase that is consistent in logic and style with other elements in the sentence. If you understand the implications of the sentence, you will be able to select the one answer that best fulfills the meaning of the sentence.

The sentences reflect a broad range of general knowledge and, like most material in the verbal ability section, are likely to deal with topics encountered in general reading. Your understanding of the sentence will not depend on specialized knowledge.

Example

Where the world is going is of no concern to him; that it ······· is sufficient.

(A) deteriorates (B) acts (C) moves
(D) grows (E) triumphs

The problem here is to select the word that suggests motion yet clearly shows an absence of concern about "where the world is going." Choice C, *moves*, is the best answer because it does not imply direction and is sufficiently general for the sense of the statement.

TEST-TAKING STRATEGIES

Antonyms

1. Do not worry about technical or obscure words. The words for the entire verbal ability section are those that are generally familiar to a college population.
2. Think of a short, clear sentence that accurately uses the given words. Then find the word in the list of choices which, when substituted for the given word, negates as clearly as possible the idea in your original sentence. Of course, if you can immediately recognize the correct choice, this step may not be necessary. It is, however, a good way to check your answer and is especially useful when the possible choices are quite similar.
3. It is generally best to consider each of the possible choices even when you are reasonably certain of the correct answer.
4. If you are ever in doubt about the part of speech of the given word, that is, whether it is a noun, verb, or adjective, the A choice will always clarify the part of speech with which you are dealing.

Analogies

1. The verbal relationship is established by the two given words. Always try to determine exactly what

kind of relationship the two given words establish. For example, the two words may establish a cause:effect, place:inhabitant, or class: subclass relationship.

2. Try to think of an explanation for the relationship you perceive. For example, A is the cause of B, or A is where B lives, or B is a subclass of A, or B is a more general form of A.
3. After determining as exactly as possible the relationship established by the given words, begin examining the possible choices for the *same* relationship. Remember that the correct answer repeats the relationship given by the original terms.
4. Always test all of the possible choices before finally choosing an answer.

Sentence Completion

1. Try to understand as much of the given sentence as possible. Examine each of the parts of the sentence around the blank space or spaces. What do they say? What ideas do they suggest? What is needed to complete the idea?

   Pay particular attention to such words as *and, but, if,* and *also* in trying to determine the relationships between the parts of the sentence.
2. If you cannot quickly decide which of the choices best completes the sentence, carefully read the sentence using each of the five choices. For each trial ask yourself whether the grammar of the sentence is correct, whether the style of the sentence is consistent, and whether the idea of the sentence is completely and accurately expressed.

General Test-taking Suggestions

1. Although the GMAT stresses accuracy more than speed, it is important to use the allotted time wisely. You will be able to do so if you are familiar with the mechanics of the test and the kinds of materials, questions, and directions in the test. Therefore, become familiar with the formats and requirements of each section of the test.
2. After you become familiar with all question types, take the GMAT in this book. When taking the test, try to follow all the requirements specified in the directions and keep within the time limits. While this test is useful for practicing, it cannot be used to predict your performance on the actual test.
3. During the test administration, read all test directions carefully. Since many answer sheets give indications that the examinees do not follow directions, this suggestion is particularly important. The directions explain exactly what each section requires in order to answer each question type. If you read hastily, you may miss important instructions and seriously jeopardize your scores.
4. Answer as many questions as possible, but avoid random guessing. Your GMAT scores will be based on the number of questions you answer correctly minus a fraction of the number you answer incorrectly. Therefore, it is unlikely that mere guessing will improve your scores significantly, and it does take time. However, if you have some knowledge of a question and can eliminate at least one of the answer choices as wrong, your chance of getting the right answer is improved, and it will be to your advantage to answer the question. If you know nothing at all about a particular question, it is probably better to skip it. The number of omitted questions will not be subtracted.
5. Bring a watch to the examination and be sure to note the time limits for each section. Since each question has the same weight, it is not wise to spend too much time on one question if that causes you to neglect other questions.
6. Make every effort to pace yourself. Work steadily and as rapidly as possible without being careless.
7. A wise practice is to answer the questions you are sure of first. Then if time permits, go back and attempt the more difficult questions.
8. Read each question carefully and thoroughly. Before answering a question, determine exactly what is being asked. Never skim a question or the possible answers. Skimming may cause you to miss important information or nuances in the question.
9. Do not become upset if you cannot answer a question. A person can do very well without answering every question or finishing every section. No one is expected to get a perfect score.
10. When you take the test, you will mark your answers on a separate answer sheet. As you go through the test, be sure that the number of each answer on the answer sheet matches the corresponding question number in the test book. Your answer sheet may contain space for more answers or questions than there are in the test book. Do not be concerned, but be careful. Indicate each of your answers with a dark mark that completely fills the response position on the answer sheet. Light or partial marks may not be properly read by the scoring machine. Indicate only one response to each question and erase all unintended marks completely.

An Authentic Graduate Management Admission Test

The test that follows is a Graduate Management Admission Test that has been slightly modified. Your actual test book will consist of eight sections, two of which contain trial questions that are not counted in the scoring. Those trial sections have been omitted from this test. Also, the total testing time for this test is 150 minutes; the actual test will take about three and one-half hours, including the trial sections. Beginning in June 1982, the total testing time will be four hours.

The purpose of taking this test is to help you become acquainted with testing procedures and requirements and thereby approach the real test with more assurance. Therefore, you should try to take the test under conditions similar to those in an actual test administration, observing the time limitations, and thinking about each question seriously.

The facsimile of the response portion of a GMAT answer sheet below may be used to mark your answers to the test. After you have taken the test, compare your answers with the correct ones on page 110 and determine your score using the information which follows the answer key. Explanations for a selected number of questions are also provided beginning on page 119.

SECTION 1	SECTION 2	SECTION 3	SECTION 4	SECTION 5	SECTION 6
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SECTION I

Time—30 minutes

25 Questions

Each passage in this group is followed by questions based on its content. After reading a passage, choose the best answer to each question and blacken the corresponding space on the answer sheet. Answer all questions following a passage on the basis of what is stated or implied in that passage.

In the half-dozen years before 1935, the American people had been through two profound shocks. The first was the shock of depression, bringing the sudden fear that the national economy could no longer assure its citizens jobs or perhaps even food and shelter. The second was the shock of the New Deal, bringing the sudden hope that the national government offered a magical means of recovery and progress. If the first shock induced a sullen apathy, the second caused a vast discharge of aspiration and energy. The combination of the two shocks—the swift passage from bleak discouragement to exaggerated optimism—left the people, or at least volatile groups among them, excited and vulnerable.

The second shock—the impact of the New Deal—terminated the national descent into listlessness and introduced a period of initiative. At first this initiative had seemed a presidential monopoly, but soon it began to spread through the country. The people, by uniting their hopes and efforts, regained the energy to fight among themselves in 1934. Because of the new mood, politics began to recover meaning; the battles over programs and ideas acquired significance once more. Roosevelt, by showing unexpected possibilities in leadership, was exciting others to dream of new leadership (sometimes their own) even more far-reaching and miraculous. The new administration, by restoring a sense of forward motion to American life, was stimulating many Americans to make demands that the New Deal itself could not or would not meet.

The reawakening of politics first took place on the right. By the summer of 1934, growing discontent in the business community had led to the formation of the American Liberty League, the spearhead of conservative opposition to the New Deal. No doubt militance on the right hastened the rise of a corresponding militance on the left, where a diffuse and indignant political activism now appeared, composed of chaotic but passionate yearnings for recognition, salvation, and revenge.

Opposition from the left emerged more slowly than opposition from the right. Through 1934 Roosevelt had kept the currents of popular discontent from developing significant outlets, but with his uncertainty in the months following the 1934 elections, the situation began to alter. The apparent vacuum in Washington gave the left's new political prophets their opportunity. As the President lingered offstage, seemingly irresolute, they began to gain the center of the stage. "I do not think it is possible," wrote H. G. Wells, who visited the United States in this period, "to minimize the significance of their voices as an intimation of a widespread discontent and discomfort, and of an impatient preparedness for sweeping changes in the great masses of the American population. . . . The actual New Deal has not gone far enough and fast enough for them."

1. The primary purpose of the passage is to

(A) analyze a historical figure
(B) raise a historical question
(C) describe a historical situation
(D) resolve conflicting points of view
(E) introduce new evidence

2. The two shocks referred to in the passage are the

(A) severity of the economic depression and its effect on American business
(B) nation's economic recovery and its subsequent entry into the Second World War
(C) impact of the conservative groups in the country and the reaction of groups on the left
(D) optimism of the nation and the subsequent disenchantment with the government
(E) economic depression and the attempts by the government to counter its effects

3. According to the passage, how did Roosevelt's New Deal affect the nation?

I. It solved the nation's political problems.
II. It restored hope and optimism.
III. It led to a new political activism.

(A) II only
(B) III only
(C) I and III only
(D) II and III only
(E) I, II, and III

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4. According to the passage, Roosevelt's strong leadership during the early part of the Depression resulted in which of the following situations?

   (A) The people's realization of what a government could accomplish led them to demand even more from it.
   (B) The people his program was designed to help turned against him and decried his use of strength.
   (C) His program, designed to aid the entire country, led to privilege for a particular political party.
   (D) His vigorous action caused so much disruption that his strength was taken away by the voting public.
   (E) His display of strength aroused the normally apathetic people to cooperative action.

5. Which of the following comes closest in meaning to "this initiative had seemed a presidential monopoly" (lines 18-19)?

   (A) The President had not allowed anyone else to act.
   (B) The President had tried unsuccessfully to rouse the nation to action.
   (C) Strong action had been taken only by the President.
   (D) The people had been unaware of the impact of the depression.
   (E) The people had feared to take action on their own.

6. According to the passage, the demands of the new militant left were characterized by which of the following?

   I. Diffuseness and lack of specificity
   II. Emphasis on social rather than economic reform
   III. Insistence on increased governmental action

   (A) I only
   (B) II only
   (C) I and II only
   (D) I and III only
   (E) I, II, and III

7. "The apparent vacuum in Washington" (lines 49-50) refers to

   (A) the Congressional endorsement of all of Roosevelt's policies
   (B) the tendency of Congress to adopt strong measures to cure the nation's ills
   (C) Roosevelt's statement that he would take no further action
   (D) Roosevelt's indifference to the plight of the nation
   (E) Roosevelt's apparent indecision during this period

8. The author quotes H. G. Wells (lines 53-61) primarily to illustrate the

   (A) increasing demands for more dramatic economic changes during the Depression
   (B) increased role played by people who were not politicians during a time of political inactivity
   (C) dissatisfaction of both the right and the left with the New Deal
   (D) widespread disapproval of New Deal measures during the Depression
   (E) inadequacies of all attempts to pull the United States out of the Depression

9. The author is primarily concerned with

   (A) exploring the reasons for establishing the New Deal
   (B) describing various aspects of the impact of the New Deal on the American people
   (C) detailing the shortcomings of the New Deal and the ramifications of these shortcomings
   (D) providing an example of the ideal role of presidential leadership in a crisis situation
   (E) explaining the reasons for the rise of political dissidence and disruption before the 1930's

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Lorraine Hansberry had the gift of making us see the extraordinary in those whom society had decreed were merely ordinary. The Younger family in Raisin in the Sun is black America, and the way Hansberry, as a dramatist, handles the family members is a good example of Mama Younger's advice in the play to her daughter:

> When you starts measuring somebody, measure him right, child, measure him right. Make sure you done taken into account what hills and valleys he come through before he got to wherever he is. . . .

Lorraine Hansberry measured all of her characters right. She was an artist, not a preacher—a role that too many seem to think is the principal one the black artist should play. She did not simplify the complexities of human beings, whether she agreed with them politically or not. Lesser artists are so concerned with communicating their "message" that their characters never get off the ventriloquist's knee. Lorraine Hansberry always had a message; she wouldn't have been a writer if she hadn't. But she was aware that "whatever is said must be said through the living arguments of human beings with other human beings, with themselves, with the abstractions which seem to them to be 'their society.'"

The Younger family is one particular black family living in a very particular place. And because the artist draws them with such precise fidelity, they are true to the social, cultural, and political environment in which they live and, by being so, they become universal. Yet Lorraine Hansberry quite rightly resented those critics who, while grasping the universality of the play, wanted to diminish the significance of the black particulars:

> People are trying to say. . .that this is not what they consider the traditional treatment of the Negro in the theatre. They're trying to say that it isn't a propaganda play, that it isn't something that hits you over the head; they are trying to say that they believe the characters in the play transcend category. However, it is an unfortunate way to try to say it, because I believe that one of the soundest ideas in dramatic writing is that in order to create the universal, you must pay great attention to the specific. Universality, I think, emerges from the truthful identity of what is. In other words, I have told people that not only is this a Negro family, specifically and definitely, but it's not even a New York family or a southern Negro family. It is specifically Southside Chicago. I would say it is definitely a Negro play before it is anything else.

To deny that Raisin is a black play is to deny the very particular ways in which blacks express their humanity. And what is culture if it is not a particular expression of humanity?

10. The author's attitude toward the Younger family can best be described as one of
    - (A) appreciation for the particular human characteristics they display
    - (B) sympathy for the political views they express
    - (C) forgiveness of the faults they evince
    - (D) admiration for their ability to overcome their problems
    - (E) anxiety about the problems that they face as black Americans

11. The statement that Hansberry "measured all of her characters right" (lines 13-14) most likely means that
    - (A) she based her characterizations on the lives of actual people
    - (B) she concentrated on the most positive aspects of each character she portrayed
    - (C) she attempted to bring out the most universal characteristics of each person she portrayed
    - (D) her characters were presented with understanding of their backgrounds and environments
    - (E) her characters were intended to portray universally recognized types

12. The author suggests that Hansberry's primary purpose in her writing was to
    - (A) convey a particular political message
    - (B) portray black culture favorably
    - (C) portray reality accurately
    - (D) distinguish herself as a black artist
    - (E) identify the abstractions on which society is based

13. The author's statement that some artists' characters "never get off the ventriloquist's knee" (lines 20-21) could most logically be replaced by the statement that the characters
    - (A) are not independent of other characters in the artists' plays
    - (B) are not portrayed as if they were human beings
    - (C) do not convey the messages intended by their creators
    - (D) speak in monologues rather than participating in dialogues
    - (E) are portrayed as humorous caricatures

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14. The author quotes Hansberry (lines 38-57) primarily in order to

(A) illustrate the contention that she measured her characters "right"
(B) emphasize the contrast between her characters and those of other writers
(C) illustrate the kind of message found in her plays
(D) contrast her views of her own work with those of her critics
(E) present her view of how the ideal character should be presented

15. According to the author, Hansberry resented the criticisms of her work that

(A) failed to acknowledge openly the universality of her ideas
(B) failed to recognize fully her concern with writing about blacks
(C) attempted to identify her work as propaganda
(D) charged that her political views were at odds with those of other blacks
(E) were more concerned with her political views than with her artistic ability

16. The primary purpose of the passage is to

(A) discuss how Hansberry's work evolved during her career
(B) compare Hansberry's work with that of less well-known artists
(C) summarize the most common criticisms of Hansberry's work
(D) relay the message conveyed by Raisin in the Sun
(E) explain why Raisin in the Sun should be considered a black play

17. According to the passage, which of the following best summarizes Hansberry's view of her critics?

(A) They have underestimated her ability as a playwright.
(B) They have discredited themselves by rejecting nontraditional portrayals of blacks.
(C) Their criticisms are based primarily on personal antagonisms.
(D) Their statements, though accurate, have been misunderstood by the public.
(E) Their views, though not entirely wrong, do not completely describe her work.

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Generally it is assumed that of all areas of investigation the physical sciences are, and rightly should be, most free from the constraints of subjective and traditional opinion. The phenomena of chemistry and physics have, for the layman, seemed not only above personal belief but also ultimately verifiable with experimental proof. Even a brief survey of the history of science shows, however, that science does have traditional attitudes as well as predominantly accepted views of the nature of things. Moreover, at any given time the accepted beliefs, regardless of how imperfect or incomplete they are, determine the course of research by a strong presumption that any evidence which contradicts the current view is invalid. Such evidence is often disregarded, even if it cannot be accounted for, in the hope that it will eventually prove to be false or irrelevant. In short, science resists dissent in much the same way as other disciplines.

The dangers of suppressing or disregarding evidence that runs counter to orthodox views are, of course, notorious, and they have often proved disastrous. Science guards against these dangers, up to a point, by allowing some measure of dissent. But scientific opinion has to consider and decide, at its own risk, how far it can allow such tolerance to go. Currently discipline imposed by orthodox views is quite severe, and it is best that it so remain.

That many do not recognize the need for a strong orthodoxy is evident, for example, in a statement by Bertrand Russell: "The triumphs of science are due to the substitution of observation and inference for authority. Every attempt to revive authority in intellectual matters is a retrograde step. And it is part of the scientific attitude that the pronouncements of science do not claim to be certain, but only the most probable on the basis of present evidence."

It is a mistake to assume that it is easier to justify a scientific opinion that merely makes claims of probability than one that makes claims of certainty. Both express a commitment, and to this extent both must go beyond the evidence. For the sake of simple intellectual honesty, however, the scientific method must be regulated by an orthodoxy which permits only a limited degree of dissent. A healthy traditional skepticism is the best counterbalance for innovative thinking because such authority insists, not for its own sake but for the sake of true progress, that any new theory prove itself a definitely better theory. This demand results in more certain progress and insures the stability and continuity of all scientific institutions.

18. Which of the following best summarizes the author's main point?

(A) The dangers of disregarding scientific evidence are greatly exaggerated by traditional scientists.
(B) The restraints exercised by orthodoxy in experimental investigation contribute to systematic and stable development of science.
(C) The demand for certainty in experimental investigation is a significant contribution to modern science.
(D) The safeguards required to balance innovative thinking create significant barriers to scientific progress.
(E) The truly great achievements of science are the result of experimental observation combined with traditional theory.

19. Which of the following is an assumption discussed in the first sentence of the passage?

(A) The achievement of certainty should be the goal of any area of study.
(B) There are some areas of study that are more philosophical than psychological.
(C) There can be no clear connection between science and the humanities.
(D) There are some areas of study that are less objective than the physical sciences.
(E) The achievement of certainty is an impossibility in any area of study.

20. It can be inferred that the author is willing to accept

(A) a restricted amount of scientific dissent
(B) an unlimited degree of scientific tolerance
(C) the substitution of experimental data for orthodox theory
(D) the superiority of imagination over laboratory proof
(E) the imposition of subjective opinion on scientific data

21. With which of the following statements regarding the suppression of scientific evidence would the author most likely agree?

(A) Suppression is not dangerous but still should be controlled.
(B) Suppression is the chief obstacle to scientific research.
(C) Suppression may be dangerous but it is also necessary.
(D) Suppression is a recent development in scientific research.
(E) Suppression in scientific research ended with the advent of modern science.

GO ON TO THE NEXT PAGE.

22. Which of the following is NOT used by the author in the presentation of his argument?

(A) An example
(B) A statement of an opposing viewpoint
(C) An evaluation of opposing viewpoints
(D) An examination of data
(E) A rejection of a naïve assumption

23. Which of the following is a flaw in the author's argument?

(A) It gives no specific information about how and by whom orthodoxy is to be determined.
(B) It does not explain the origin of the problem.
(C) It does not recognize the possible dangers of the point of view it expresses.
(D) It makes no distinction between the methodology of science and that of other areas of study.
(E) It oversimplifies the problems of a research-oriented culture.

24. The author apparently considers someone who advocates the complete rejection of scientific authority to be

(A) intuitive
(B) exemplary
(C) forthright
(D) bigoted
(E) misguided

25. According to the author, when traditional scientists reject contrary experimental evidence, they are

(A) eliminating inaccurate data
(B) exercising a necessary control
(C) establishing a biased precedent
(D) destroying relevant information
(E) selecting a better procedure

STOP

IF YOU FINISH BEFORE TIME IS CALLED, CHECK YOUR WORK ON THIS SECTION ONLY.
DO NOT WORK ON ANY OTHER SECTION IN THE TEST.

SECTION II

Time—40 minutes

30 Questions

Directions: In this section solve each problem, using any available space on the page for scratchwork. Then indicate the best answer in the appropriate space on the answer sheet.

Note: Figures which accompany problems in this test are intended to provide information useful in solving the problems. They are drawn as accurately as possible EXCEPT when it is stated in a specific problem that its figure is not drawn to scale. All figures lie in a plane unless otherwise indicated.

All numbers used are real numbers.

1. If each alumnus of a college contributes 30 cents, $60,000 needed to complete a building will be raised. How many alumni are there?

   (A) 18,000 (B) 20,000 (C) 30,000
   (D) 180,000 (E) 200,000

2. 0.00021 =

   (A) $\frac{0.231}{1.1}$

   (B) (0.007)(0.03)

   (C) 27.6 - 27.579

   (D) (100)(0.21)

   (E) $\frac{21}{1,000}$

3. A man ran 440 yards in 52.3 seconds. If he ran the first 320 yards in 40.3 seconds, what was his average speed, in yards per second, for the rest of the way?

   (A) 6 (B) 8 (C) 9 (D) 10 (E) 12

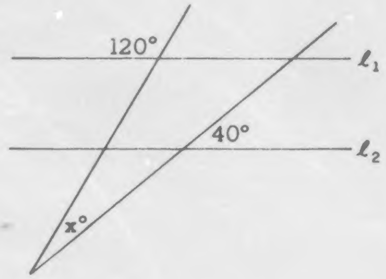
4. If 60 per cent of 6 per cent of 150 is equal to 75x, then x =

   (A) 0.018 (B) 0.036 (C) 0.072
   (D) 1.8 (E) 120.0

5. The debating team of a certain school is made up of only sophomores, juniors, and seniors. If the team has three times as many juniors as sophomores and twice as many seniors as juniors, what per cent of the team are seniors?

   (A) 60% (B) $66\frac{2}{3}$% (C) 70%

   (D) 75% (E) $83\frac{1}{3}$%



6. In the figure above, if $\ell_1 \parallel \ell_2$, then x =

   (A) 20 (B) 30 (C) 40 (D) 50 (E) 80

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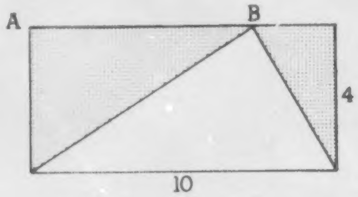
7. A police officer practicing on a firing range hit the bull's-eye only once on the first day, but on each successive day she hit exactly three times the number of bull's-eyes that she had hit on the previous day. On which day did she hit her 100th bull's-eye?

(A) 4th (B) 5th (C) 7th (D) 11th (E) 34th



Note: Figure not drawn to scale

8. In the figure above, the area of the shaded region is $\frac{1}{2}$ the area of the rectangle. What is the length of segment AB ?

(A) 2 (B) 4 (C) 5 (D) 6

(E) It cannot be determined from the information given.

9. Each year the value of a certain car decreases by 20 per cent of its value at the beginning of that year. If the car cost $4,000 new, what would be the value of the car when it is 3 years old?

(A) $1,600 (B) $1,952 (C) $2,048

(D) $2,400 (E) $3,968

10. An automobile rental service advertises two optional monthly plans. A car can be rented either for $90 a month plus 8 cents per mile or for 12 cents per mile with a minimum monthly mileage of 400. For what monthly mileage will the two plans cost the same amount?

(A) 225 (B) 400 (C) 1,050

(D) 1,200 (E) 2,250

11. If $\frac{1}{x} = \frac{1}{y} - \frac{1}{z}$, what is the value of z for $x = 1$ and $y = 2$?

(A) 2 (B) $\frac{1}{2}$ (C) 1 (D) $-\frac{1}{2}$ (E) −2

12. One year the taxpayers of a certain state paid 1.7 billion dollars in federal taxes and the state received from the federal government 1.4 billion dollars in the form of grants and aid. Approximately how much did the state receive in federal aid for each dollar of federal taxes paid by its taxpayers?

(A) $0.30 (B) $0.82 (C) $1.10

(D) $1.21 (E) $1.30

13. For a certain performance, 560 tickets were sold for a total of $1,075. If student tickets sold for half the regular price of $2.50, how many of the tickets sold were student tickets?

(A) 235 (B) 260 (C) 300 (D) 325 (E) 358

14. In 1975, the foreign revenues of a certain corporation amounted to 45 per cent of total revenues. If England accounted for $\frac{2}{3}$ of the corporation's foreign revenues, then the ratio of revenues from England to total domestic revenues was

(A) $\frac{3}{20}$ (B) $\frac{3}{11}$ (C) $\frac{3}{10}$ (D) $\frac{6}{11}$ (E) $\frac{2}{3}$

15. If $x + y = 12$, which of the following must be true?

(A) If x is positive, then y is negative.
(B) If x is negative, then y is positive.
(C) If x is positive, then y is positive.
(D) If x increases, then y increases.
(E) None of the above

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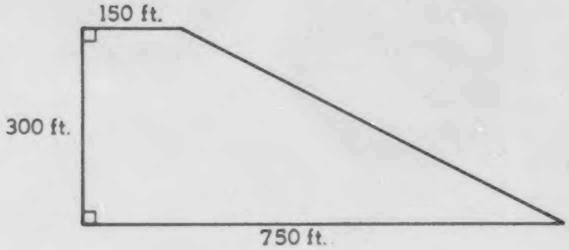
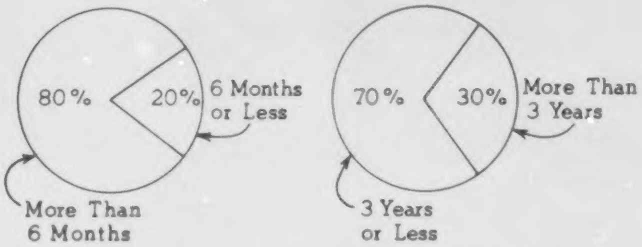


16. The figure above shows the shape and dimensions of a flat plot of ground. How many square yards of sod would be required to cover this plot?

(A) 10,000 (B) 12,500 (C) 15,000
(D) 16,000 (E) 17,500

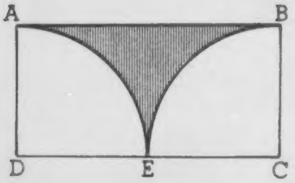
17. A certain grass seed contains 5 per cent timothy seed by weight. If a farmer wishes to sow $\frac{3}{4}$ pound of timothy seed per acre, how many acres can he sow with 240 pounds of this grass seed?

(A) 9 (B) 12 (C) 15 (D) 16 (E) 36



18. The circles above show the per cent of all employees of a company who have been employed for the lengths of time specified. What per cent of all employees has been employed for a period of time greater than six months but not more than three years?

(A) 10% (B) 24% (C) 50%
(D) 55% (E) 56%



19. In the figure above, ABCD is a rectangle and C and D are the centers of circles each of which has radius 1. What is the area of the shaded region?

(A) $2 - \pi$

(B) $\frac{8 - \pi}{4}$

(C) $\frac{4 - \pi}{2}$

(D) $4 - \pi$

(E) $\frac{8 - \pi}{2}$

20. In a certain experiment, x out of every y trials were successful. If there were 40 successful trials, what was the total number of trials?

(A) $\frac{40x}{x - y}$ (B) $\frac{40y}{y - x}$ (C) 40y
(D) $\frac{40x}{y}$ (E) $\frac{40y}{x}$

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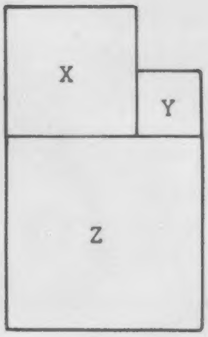

21. In the figure above, X, Y, and Z are squares. What is the value of $\dfrac{\text{perimeter X + perimeter Y}}{\text{perimeter Z}}$?

(A) $\frac{1}{4}$ (B) $\frac{1}{2}$ (C) 1 (D) 4

(E) It cannot be determined from the information given.

22. A certain piece of equipment is usually sold at a price 26.5 per cent below a price called the list price. A store advertises this equipment at a new price 35 per cent below the list price. The reduction to the new price is approximately what per cent of the usual price?

(A) 8.5% (B) 11.6% (C) 12.1%
(D) 17.2% (E) 25.7%

23. A plane flies 40 miles at 200 miles per hour and returns at 300 miles per hour. The average speed, in miles per hour, for the trip is

(A) 500 (B) 275 (C) 250 (D) 240 (E) 225

24. The total number of positive integers, each of which is a divisor of 210, not including 1 and 210, is

(A) four
(B) six
(C) eight
(D) fourteen
(E) sixteen

25. A box, without a top, that has a depth of 9 inches and a capacity of 3,600 cubic inches is to be made from a square sheet of tin by cutting small equal squares from the corners, making no other cuts, and soldering each corner. How many inches long must each side of the original square of tin be?

(A) 38 (B) 60 (C) 68 (D) 69 (E) 78

26. If a path bounded by concentric circles, one with a diameter of 60 feet and one with a diameter of 48 feet, is to be covered by a layer of finely ground gravel 1 inch deep, how many cubic feet of gravel will be needed?

(A) 27π (B) 36π (C) 108π
(D) 324π (E) $1{,}296\pi$

27. $n_1, n_2, \ldots, n_{k+1}$ is a sequence of consecutive positive even integers and $n_1 = 2$. If $n_1 + n_2 + \ldots + n_k > 2n_{k+1}$, then the least possible value of n_k is

(A) 6 (B) 8 (C) 10 (D) 12 (E) 14

28. An investment in real estate yields, on the average, a total net income over a period of 10 years equal to the amount of the investment. What is the average gross annual income on such an investment if the amount invested is $184,000 and if expenses account for 20 per cent of the annual gross income?

(A) $3,680 (B) $18,400 (C) $22,000
(D) $23,000 (E) $36,800

29. If $\dfrac{(x-p)^2 - (x-t)^2}{t-p} = x - t$ and $t \neq p$, then $x =$

(A) p (B) t (C) $p - 2t$ (D) $t + p$ (E) $t - p$

30. Let pMq be defined as the greater of two integers p and q, for $p \neq q$, and as p, for $p = q$. For example, 4M1 = 4 and 2M2 = 2. If x and y are integers such that $x \neq y$ and if xMy = y and xM3 = x, what is the least possible value of y ?

(A) 4 (B) 5 (C) 6 (D) 8 (E) 9

STOP

IF YOU FINISH BEFORE TIME IS CALLED, CHECK YOUR WORK ON THIS SECTION ONLY.
DO NOT WORK ON ANY OTHER SECTION IN THE TEST.

SECTION III

Time—20 minutes

20 Questions

Directions: The passage in this section is followed by two sets of questions, data evaluation and data application. In the first set, data evaluation, you will be required to classify certain of the facts presented in the passage on the basis of their importance, as illustrated in the following example:

SAMPLE PASSAGE

Fred North, a prospering hardware dealer in Hillidale, Connecticut, felt that he needed more store space to accommodate a new line of farm equipment and repair parts that he intended to carry. A number of New York City commuters had recently purchased tracts of land in the environs of Hillidale and there had taken up farming on a small scale. Mr. North, foreseeing a potential increase in farming in that area, wanted to expand his business to cater to this market. North felt that the most feasible and appealing recourse open to him would be to purchase the adjoining property owned by Mike Johnson, who used the premises for his small grocery store. Johnson's business had been on the decline for over a year since the advent of a large supermarket in the town. North felt that Johnson would be willing to sell the property at reasonable terms, and this was important since North, after the purchase of the new merchandise, would have little capital available to invest in the expansion of his store.

The following questions consist of items related to the passage above. Consider each item separately in terms of the passage and on the answer sheet blacken space

A if the item is a Major Objective in making the decision; that is, one of the outcomes or results sought by the decision-maker;

B if the item is a Major Factor in making the decision; that is, a consideration, explicitly mentioned in the passage, that is basic in determining the decision;

C if the item is a Minor Factor in making the decision; that is, a secondary consideration that affects the criteria tangentially, relating to a Major Factor rather than to an Objective;

D if the item is a Major Assumption in making the decision; that is, a supposition or projection made by the decision-maker before weighing the variables;

E if the item is an Unimportant Issue in making the decision; that is, a factor that is insignificant or not immediately relevant to the situation.

SAMPLE DATA EVALUATION QUESTIONS

1. Increase in farming in the Hillidale area — Ⓐ Ⓑ Ⓒ ● Ⓔ
2. Acquisition of property for expanding store — ● Ⓑ Ⓒ Ⓓ Ⓔ
3. Cost of Johnson's property — Ⓐ ● Ⓒ Ⓓ Ⓔ
4. State of Johnson's grocery business — Ⓐ Ⓑ ● Ⓓ Ⓔ
5. Quality of the farm equipment North intends to sell — Ⓐ Ⓑ Ⓒ Ⓓ ●

The correct designation for number 1 is (D), a Major Assumption, since North bases his whole expansion project on his supposition that the new commuter-farmers in the Hillidale area are indicative of a trend in that direction. Number 2 is (A), a Major Objective, inasmuch as North's immediate purpose is to obtain more room for expansion. (B), Major Factor, is the correct answer for number 3 because North's present lack of capital renders cost a vital consideration. The best classification of number 4 is (C), a Minor Factor, because the depreciating value of Johnson's business influences his willingness to sell and also the price he will demand for his property; thus, this factor pertains to 3, the cost of Johnson's property, and is an indirect consideration in the case. Number 5, finally, is (E), an Unimportant Issue, for the quality of North's goods has no relevance to the situation at hand; i.e., the desire for room to expand his business.

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A second set of questions, data application, requires judgments based on a comparison of the available alternatives in terms of the relevant criteria, in order to attain the objectives stated in the passage.

Each of the following questions relates to the passage above. For each question, choose the best answer and blacken the appropriate space on the answer sheet.

SAMPLE DATA APPLICATION QUESTION

6. Which of the following reasons is (are) given for North's decision to expand his business?

   I. Potential demand for farm equipment in the Hillidale area
   II. Desire to undermine Mike Johnson's business
   III. Higher profit margin on farm equipment than on hardware

   (A) I only
   (B) III only
   (C) I and II only
   (D) II and III only
   (E) I, II, and III

The correct designation here is (A), I only, since the passage clearly states that North anticipates a demand for farm equipment in the Hillidale area and wishes to attract that market. Alternative II is easily eliminated because there is no indication of competition or malice between North and Johnson, and Johnson's business has, in any case, declined already. Alternative III, while plausible, is not supported by the passage.

NOW READ THE PASSAGE AND ANSWER THE QUESTIONS FOLLOWING IT.

GO ON TO THE NEXT PAGE.

(The case studies appearing in this test have been adapted from published material to provide the candidate with significant problems for analysis and evaluation. The case studies are not designed to present examples of either good or poor administrative practices.)

Peter Cadena was faced with the problem of deciding whether to remodel his hardware store or move to a new location. As he put it, "We are much too cramped in our present location. Business is good and growing nicely, but we don't have enough room. Customers have been very patient, but we are not serving them the way we should. Our facilities are miserably inadequate."

Cadena Hardware was housed in half of an old, remodeled residence that was divided through the middle. The store had three floors and a full basement, and consisted of about 6,000 square feet of space. The first floor, four steps above sidewalk level, was used for general sales, the basement and third floor for storage, and the second floor for toy sales. The flooring of the building had begun to sag and the stairway to the second floor was both inconveniently located and unattractive.

Mr. Cadena believed: "If we had the space we could do $600,000 worth of business a year, 50 per cent more than we did in 1975. We need to expand the lines we carry. We should sell lawn mowers, paint, and lumber, but our storage and display areas are too small. It surprises me how well we have done with radios in the little space we have for them. And the parking situation is intolerable. There is no space at all. Customers can't park close enough to load heavy purchases into their cars, and trucks have a terrible time trying to unload the goods we order."

Mr. Cadena decided to engage a consulting firm to study the trading area from which his store drew its customers and to investigate the problems and costs of enlarging the present store or moving to a new location. The consulting firm, Research Associates, first determined the theoretical trading area of the store on the basis of automobile traffic flow by employing the rule that traffic tends to move in opposite directions from the point between two towns at which traffic is lightest. Next, Research Associates checked the theoretical trading area against the store's charge account records and conducted some interviews of customers in the store. The results of this analysis showed a very close similarity between the theoretical and actual trading areas.

On the basis of the interviews, Research Associates reported to Mr. Cadena, "It would appear that in spite of inadequate store facilities and parking, the store is very well liked. Above all, the customers are highly pleased with the service. Significantly, not one complaint was made about the personal service. Cadena Hardware has a fine record of customer loyalty and the store's image is an enviable asset.

"The majority of Cadena Hardware's customers are adult males. This is in sharp contrast to supermarkets, where women customers are more numerous than men and there is more family shopping. It is somewhat surprising that Cadena Hardware, which serves an area with a large proportion of retired people, has a relatively high proportion of younger customers. Half of the customers interviewed stated that they shopped at Cadena Hardware at least once a week. Nearly half of the customers interviewed stated that they did all of their hardware shopping at Cadena Hardware. The population within Cadena Hardware's trading area has increased by 30 per cent during the last decade, and this rate of increase is expected to continue."

The report continued, "Perhaps the most important fact about hardware competition in this area is Cadena Hardware's dominating position. The next most important fact, in our opinion, is the lack of a single modern hardware store in the trading area. All the existing stores are old, and most are in deteriorating buildings. None of the existing stores has sufficient parking. They cannot serve the public adequately and would have great difficulty competing with a modern hardware outlet.

"Since hardware is a convenience product that is bought frequently and locally, we feel that our analysis of traffic patterns provides a sound basis for estimating the sales potentials of alternative sites for Cadena Hardware. There can be no question that Cadena Hardware, situated in the downtown business area as it is, enjoys a prime location. A modern hardware store with adequate off-street parking at this location would be ideal. Unfortunately, such a facility is not available. In order to reach its full sales potential, Cadena Hardware must become a modern hardware store. It must have sufficient display area, adequate parking with good pick-up and delivery facilities, a large outdoor garden shop, and adequate storage facilities. The facilities at the present store are insufficient to handle the current volume of business properly, and there is no space to improve significantly the parking or pick-up and delivery facilities or to add an outdoor garden shop.

"We have checked the downtown area for possible relocation sites for Cadena Hardware. There are two sites at the edge of the central area of town that should be considered.

"The lot at Lee and Pine (107 Pine Street) is zoned for commercial use. The site now has a house and shed on it. A new store structure could be erected with sufficient sales floor area plus basement and second-floor storage areas. If the remaining space were used for parking, there would be room for about 15 cars. This should provide adequate parking space, but no area for an outside garden shop. The building would have to be L-shaped. The property is on the market for $60,000.

"Directly across from this location is a block of 3 stores with parking in front on a 60-foot setback from the front property line. There is a dairy store at the left end of the block, a large vacant store in the middle, and a pizza shop at the right end. The vacant store (110 Pine Street) has an adequate sales area plus a full basement for storage. There is an unloading area with access from Pine Street. There is also space for

GO ON TO THE NEXT PAGE.

an outside garden shop. The owners are willing to sell for $150,000.

"Both the locations are close enough to Cadena Hardware's present location to benefit somewhat from the attractiveness to shoppers of the downtown area. Traffic analysis indicates that a store of the size envisioned would achieve nearly its full sales potential. On the other hand, both of these sites are rather expensive, and we do not feel that the neighboring stores would serve to attract more shoppers to either location.

"While we have not made a systematic search for every available piece of land in the area that might be suitable, we are satisfied that there is little to choose from. Of the several possible locations outside the center of town, the Brownville Shopping Center, which is so far only partially developed, merits the most serious consideration.

"The developer has drawn up a suggested plan for completing the center, including a location for Cadena Hardware with an area of 9,000 square feet. The Brownville Shopping Center is not as well placed as is the downtown business area for tapping trade. At present the shopping center does not have the retail pulling power that the downtown area has. But it is fairly close to the downtown area and is readily accessible. It provides adequate parking, and our analysis of traffic patterns shows that the shopping center's estimated sales potential is the highest of the three available sites. In fact, the estimated sales potential is high enough to make this alternative a promising economic proposition. There is room for an outside garden shop adjacent to the new store and for a driveway and a large storage area with loading facilities in the rear. Also, there would be considerable vacant space at the rear of the building for possible expansion later on. With a 10-year lease, the rent would be $3.00 a year per square foot.

"If a decision not to relocate is made, two alternatives deserve consideration at the present location: first, acquiring the other half of the building and expanding the store into it; second, remodeling and slightly enlarging the present store.

"The first alternative, buying the other half of the house and remodeling, will be expensive and the end result will not be a modern hardware store. We estimate the cost at $60,000.

"The second alternative is remodeling the present store and enlarging it a little. The costs here are not great, but the results are not great either. We estimate the cost for this alternative at $25,000 plus an architect's fee of $5,000. Since Cadena Hardware owns its half of the building, there would be only the additional capital investment, insurance, and taxes.

"In our opinion, if a decision is made to exercise either of these last two options, Cadena Hardware will have made a stopgap, short-term improvement—there is insufficient space to provide adequate parking and loading facilities at Cadena Hardware's present site. Neither of these options represents a long-range solution and neither will produce the maximum sales growth opportunity. The increase in sales would probably be sufficient only to offset the costs arising from the renovations. And Cadena Hardware would still be quite vulnerable to competition from a modern hardware store, should one be opened in the area."

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DATA EVALUATION QUESTIONS

Directions: The following questions consist of items related to the passage above. You may refer back to the passage and the directions. Consider each item separately in terms of the passage and on the answer sheet blacken space

A if the item is a Major Objective in making the decision; that is, one of the outcomes or results sought by the decision-maker;

B if the item is a Major Factor in making the decision; that is, a consideration, explicitly mentioned in the passage, that is basic in determining the decision;

C if the item is a Minor Factor in making the decision; that is, a secondary consideration that affects the criteria tangentially, relating to a Major Factor rather than to an Objective;

D if the item is a Major Assumption in making the decision; that is, a supposition or projection made by the decision-maker before weighing the variables;

E if the item is an Unimportant Issue in making the decision; that is, a factor that is insignificant or not immediately relevant to the situation.

1. Cost of obtaining improved physical facilities for Cadena Hardware
2. Realization of Cadena Hardware's full sales potential
3. Increase in wholesale costs of hardware products
4. Likelihood that Cadena Hardware's customers would continue to patronize Cadena Hardware if it relocates at a convenient site
5. Potential of each of the possible sites to provide adequate parking and loading facilities
6. Retaining Cadena Hardware's present customers and good reputation
7. Gain in storage space if Cadena Hardware remodels its half of the house
8. Continued demand for hardware goods in Cadena Hardware's trading area
9. Proportion of retired people in Cadena Hardware's trading area
10. Acquiring adequate loading and unloading facilities for Cadena Hardware
11. Extent to which each of the alternative locations will retain Cadena Hardware's present customers
12. Architect's fee for remodeling Cadena Hardware's present store
13. Cadena Hardware's preponderance of male customers
14. Expansion of Cadena Hardware's inventory
15. Existence of an untapped market for lawn mowers, paint, and lumber
16. Cadena Hardware's ability to obtain the funds necessary for renovation or relocation

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DATA APPLICATION QUESTIONS

Directions: Each of the following questions relates to the passage above. For each question, choose the best answer and blacken the appropriate space on the answer sheet.

17. If Cadena Hardware signs a ten-year lease for the planned building at the Brownville Shopping Center, the total amount of rent paid during the ten-year period will be

(A) $9,000
(B) $27,000
(C) $90,000
(D) $270,000
(E) $900,000

18. The advantages of the lot at 107 Pine Street include which of the following?

I. Commercial zoning
II. Adequate space for a parking lot
III. A vacant store structure

(A) I only
(B) II only
(C) I and II only
(D) I and III only
(E) I, II, and III

19. According to Research Associates, the most important fact about the area's hardware competition is that

(A) the inventories of existing stores are inadequate
(B) Cadena Hardware dominates the market
(C) Cadena Hardware has a superior record of customer loyalty
(D) none of the existing facilities has adequate parking space
(E) the existing stores are vulnerable to competition from a modern hardware store

20. If Cadena Hardware's profit is ten per cent of its total sales, what was its profit in 1975 ?

(A) $60,000
(B) $50,000
(C) $40,000
(D) $30,000
(E) $20,000

STOP

IF YOU FINISH BEFORE TIME IS CALLED, CHECK YOUR WORK ON THIS SECTION ONLY.
DO NOT WORK ON ANY OTHER SECTION IN THE TEST.

SECTION IV

Time—30 minutes

30 Questions

Directions: Each of the data sufficiency problems below consists of a question and two statements, labeled (1) and (2), in which certain data are given. You have to decide whether the data given in the statements are sufficient for answering the question. Using the data given in the statements plus your knowledge of mathematics and everyday facts (such as the number of days in July or the meaning of counterclockwise), you are to blacken space

A if statement (1) ALONE is sufficient, but statement (2) alone is not sufficient to answer the question asked;
B if statement (2) ALONE is sufficient, but statement (1) alone is not sufficient to answer the question asked;
C if BOTH statements (1) and (2) TOGETHER are sufficient to answer the question asked, but NEITHER statement ALONE is sufficient;
D if EACH statement ALONE is sufficient to answer the question asked;
E if statements (1) and (2) TOGETHER are NOT sufficient to answer the question asked, and additional data specific to the problem are needed.

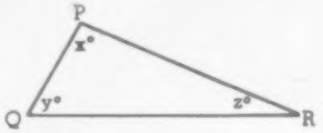
Note: A figure in a data sufficiency problem will conform to the information given in the question, but will not necessarily conform to the additional information given in statements (1) and (2).

Example:

In $\triangle PQR$, what is the value of x ?

(1) $PQ = PR$

(2) $y = 40$



Explanation: According to statement (1), $PQ = PR$; therefore, $\triangle PQR$ is isosceles and $y = z$. Since $x + y + z = 180$, $x + 2y = 180$. Since statement (1) does not give a value for y, you cannot answer the question using statement (1) by itself. According to statement (2), $y = 40$; therefore, $x + z = 140$. Since statement (2) does not give a value for z, you cannot answer the question using statement (2) by itself. Using both statements together you can find y and z; therefore, you can find x, and the answer to the problem is C.

All numbers used are real numbers.

1. What per cent of the cost of an insurance policy was returned in a dividend at the end of the year?

   (1) The amount of the dividend was less than half the cost of the insurance policy.

   (2) The amount of the dividend was \$52 and the cost of the insurance policy was \$225.

2. Given that 1 gallon of gasoline requires 231 cubic inches of space, how many gallons of gasoline will it take to fill an empty right circular cylindrical tank?

   (1) The radius of the base of the tank is 2 feet.

   (2) The height of the tank is 8 feet.

3. What is the average (arithmetic mean) of the test scores of Irene, Jane, Peg, Amy, and Martha?

   (1) The average (arithmetic mean) of the test scores of Irene, Jane, and Peg is 61.

   (2) The average (arithmetic mean) of the test scores of Amy and Martha is 54.

4. What is the value of x ?

   (1) $x + 2y = 7$

   (2) $3 + y = 2 - y$

GO ON TO THE NEXT PAGE.

A Statement (1) ALONE is sufficient, but statement (2) alone is not sufficient.
B Statement (2) ALONE is sufficient, but statement (1) alone is not sufficient.
C BOTH statements TOGETHER are sufficient, but NEITHER statement ALONE is sufficient.
D EACH statement ALONE is sufficient.
E Statements (1) and (2) TOGETHER are NOT sufficient.

5. John, William, and Mary are standing in a row. Is John taller than Mary?

(1) William is taller than one of them and shorter than the other.

(2) John and William are more nearly the same height than are William and Mary.

6. In what year was Doug born?

(1) In 1965 Doug was either 12, 13, or 14 years old.

(2) Doug was born in January in a leap year.

7. If the cost per pear differs from the cost per apple, what is the cost of 1 apple?

(1) The total cost of 3 apples and 5 pears is 46 cents.

(2) The total cost of 1 apple and 3 pears is 22 cents.

8. Sam bought a $20,000 house. He paid $5,000 in cash and took a mortgage for $15,000. What was the annual rate of interest on the mortgage?

(1) Sam paid a total of $10,000 interest on the mortgage.

(2) He repaid both principal and interest on the mortgage in equal monthly payments.

9. In year X, if the closing price of a certain stock was $72 per share on June 8, what was the closing price per share on June 10 ?

(1) In year X, the closing price of the stock dropped at a constant daily rate from June 8 to June 11 when it closed at $60 per share.

(2) In year X, the stock dropped 12 points from June 8 to June 11.

10. What is the perimeter of rectangle R if the ratio of its length to its width is 2 to 1 ?

(1) The width of R is 4.

(2) The area of R is 32.

11. A club of 30 members held an election in which a majority (16 or more) of the votes was needed to elect a candidate. Every member voted once and only three persons received votes. Did John receive a majority?

(1) John received at least 10 votes more than either of his opponents.

(2) Neither of John's opponents received more than 7 votes.

12. If the total amount paid in weekly salaries to mail carriers in a certain city is $5,400, how many mail carriers are there in this city?

(1) The average weekly salary of $\frac{1}{4}$ of the mail carriers is $180 and the average of the other $\frac{3}{4}$ is $240.

(2) The average weekly salary of all mail carriers is $225.

13. Did Newberry School have a budget surplus for year X ?

(1) Expenditures for salaries and supplies comprised 75 per cent of total expenses and were equal to school income from local taxes.

(2) Federal grants to the school comprised 30 per cent of the total school income.

14. Was Chuck's average speed for the first 6 hours of his 360-mile trip 35 miles per hour?

(1) The trip took 12 hours.

(2) During the last 6 hours, Chuck's average speed was 25 miles per hour.

15. Is the difference between the area of a square and the area of a circle inscribed in the square less than 1 ?

(1) The area of the square is greater than π.

(2) The radius of the circle is 1.

GO ON TO THE NEXT PAGE.

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D EACH statement ALONE is sufficient.
E Statements (1) and (2) TOGETHER are NOT sufficient.

16. Will Ms. Jones arrive in Seattle before Ms. Wilson?

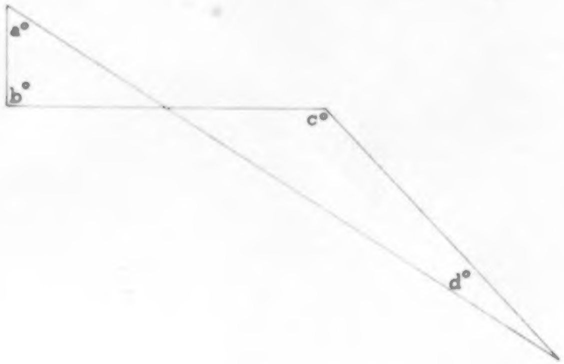
(1) Ms. Jones will leave City Y an hour later than Ms. Wilson, and both will fly the same route nonstop.

(2) Ms. Jones's plane will average 60 miles per hour more than Ms. Wilson's plane.

17. Is $p > 0$?

(1) $p + q < 0$

(2) $p - q > 0$



18. In the figure above, is $a = b$?

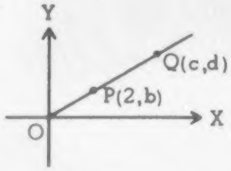
(1) $a = d$

(2) $c = d$

19. A certain orchestra has a woodwind section of 30 pieces. If no member of the woodwind section plays more than one instrument, how many play clarinets?

(1) The number of members of the woodwind section who play either a clarinet or an oboe is 21.

(2) There are exactly 23 members of the woodwind section who do not play the oboe.



20. If line OPQ is in the position shown above, what is the value of b ?

(1) $OP = \sqrt{5}$

(2) $cd = 8$

21. If x and y are nonzero integers, is $\frac{x + y}{x}$ an integer?

(1) $\frac{y}{x} = 2$

(2) $x + y = 3$

22. A druggist makes a profit of 30 per cent on a certain medicine that he sells under the brand name and a profit of 20 per cent on an equivalent medicine that he sells under its generic name. From which of the two categories of sales does the druggist make the greatest profit in a week?

(1) He sells 55 per cent more of the medicine under its generic name.

(2) He pays a higher wholesale price for the medicine with the brand name.

23. If 15 is y per cent of a positive number x, is $y < 100$?

(1) $y = 2x$

(2) $x = \frac{y}{2}$

GO ON TO THE NEXT PAGE.

A Statement (1) ALONE is sufficient, but statement (2) alone is not sufficient.
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C BOTH statements TOGETHER are sufficient, but NEITHER statement ALONE is sufficient.
D EACH statement ALONE is sufficient.
E Statements (1) and (2) TOGETHER are NOT sufficient.

24. N and k are positive integers such that $12{,}345{,}679 + N = 11 \times 10^k$. What is the number N ?

(1) The units' digit in N is 1.

(2) N is an eight-digit number.

25. A piece of cloth 36 inches long was cut into how many pieces?

(1) The cloth was 42 inches wide.

(2) Each piece was 12 inches long.

$$\begin{array}{r} X \\ +Y \\ \hline 1Z \end{array}$$

26. The three letters in the sum above represent three different positive integers each of which is less than 10. Does Y represent 6 ?

(1) $Z + 4 = X$

(2) $Y < X$

27. Can a circle be drawn through all four vertices of quadrilateral Q ?

(1) All sides of Q have equal length.

(2) All angles of Q have equal measure.

28. If r, s, t, and u are nonzero real numbers, is $\left(-\frac{7r^3s^4}{t^2u^3}\right)^3$ positive?

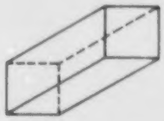
(1) $s = -7$ and $t = -7$

(2) $r = -2$ and $u = 3$

29. How many of the whole numbers x, y, and z are divisible by 3 ?

(1) x, y, and z are even, but only x is divisible by 6.

(2) The product xyz is divisible by 3 but not by 9.



30. If all of the edges of the rectangular box above have integral lengths, what is the length of its longest edge?

(1) The volume of the box is 100.

(2) The area of one of the faces of the box is 20.

STOP

IF YOU FINISH BEFORE TIME IS CALLED, CHECK YOUR WORK ON THIS SECTION ONLY.
DO NOT WORK ON ANY OTHER SECTION IN THE TEST.

SECTION V

Time—15 minutes

25 Questions

Directions: The following sentences contain problems in grammar, usage, diction (choice of words), and idiom.

Some sentences are correct.
No sentence contains more than one error.

You will find that the error, if there is one, is underlined and lettered. Assume that all other elements of the sentence are correct and cannot be changed. In choosing answers, follow the requirements of standard written English.

If there is an error, select the one underlined part that must be changed in order to make the sentence correct, and blacken the corresponding space on the answer sheet.

If there is no error, mark answer space E.

EXAMPLES: SAMPLE ANSWERS

I. $\underset{\text{A}}{\underline{\text{Between}}}$ 1960 and 1964, South Africa's annual industrial-growth rate $\underset{\text{B}}{\underline{\text{were}}}$ eight per cent—a figure $\underset{\text{C}}{\underline{\text{surpassed only}}}$ $\underset{\text{D}}{\underline{\text{by Japan's.}}}$ $\underset{\text{E}}{\underline{\text{No error}}}$

I. Ⓐ ● Ⓒ Ⓓ Ⓔ

II. Plants are $\underset{\text{A}}{\underline{\text{important to}}}$ human existence because of $\underset{\text{B}}{\underline{\text{their unique}}}$ ability $\underset{\text{C}}{\underline{\text{to transform}}}$ the energy of sunlight $\underset{\text{D}}{\underline{\text{into}}}$ the food that sustains all life. $\underset{\text{E}}{\underline{\text{No error}}}$

II. Ⓐ Ⓑ Ⓒ Ⓓ ●

1. The Indians of the eastern shore of James Bay, $\underset{\text{A}}{\underline{\text{which have}}}$ probably inhabited the region $\underset{\text{B}}{\underline{\text{since the glaciers retreated,}}}$ $\underset{\text{C}}{\underline{\text{speak}}}$ several local $\underset{\text{D}}{\underline{\text{dialects of}}}$ the Cree language. $\underset{\text{E}}{\underline{\text{No error}}}$

2. $\underset{\text{A}}{\underline{\text{As a consequence of}}}$ the drop in tax revenues, the $\underset{\text{B}}{\underline{\text{amount}}}$ of policemen, firemen, and sanitation workers $\underset{\text{C}}{\underline{\text{must be}}}$ $\underset{\text{D}}{\underline{\text{drastically reduced.}}}$ $\underset{\text{E}}{\underline{\text{No error}}}$

3. $\underset{\text{A}}{\underline{\text{Because}}}$ there is $\underset{\text{B}}{\underline{\text{at present}}}$ $\underset{\text{C}}{\underline{\text{no legislation covering}}}$ this sort of fraud, the operators of the scheme received $\underset{\text{D}}{\underline{\text{nothing less than}}}$ a small fine. $\underset{\text{E}}{\underline{\text{No error}}}$

4. $\underset{\text{A}}{\underline{\text{Early in this century}}}$ the Chicago "Defender," a black newspaper circulated in southern towns by railroad workers, $\underset{\text{B}}{\underline{\text{carried}}}$ $\underset{\text{C}}{\underline{\text{tempting}}}$ help-wanted ads $\underset{\text{D}}{\underline{\text{placed by}}}$ northern industries. $\underset{\text{E}}{\underline{\text{No error}}}$

5. West European countries $\underset{\text{A}}{\underline{\text{normally}}}$ devote $\underset{\text{B}}{\underline{\text{between}}}$ twenty per cent and twenty-five per cent of their national product $\underset{\text{C}}{\underline{\text{in}}}$ fixed investment, but the proportion in Britain has been consistently below twenty per cent $\underset{\text{D}}{\underline{\text{ever since}}}$ the war. $\underset{\text{E}}{\underline{\text{No error}}}$

GO ON TO THE NEXT PAGE.

6. As the potato, maize is easy to cultivate and
A B C
highly nutritious. No error
D E

7. There is evidence that not one but several lines of
A
near humans has existed, only one of which
B C
gave rise to Homo sapiens. No error
D E

8. Choosing death as preferable to service
A
under another man, a loyal warrior would
B C
often commit suicide on the funeral pyre
of their dead leader. No error
D E

9. Most of the communes that grew out of the counter-
A B
culture or earlier radical political movements
lasted only a few years. No error
C D E

10. Cranberry bogs are shallow basins, dammed
on all sides so that streams can fill it in late
A B
autumn and thus keep cold winter winds
C
from drying out the vines. No error
D E

11. The council discussed the question of if the borough
A
and the township should meet together to develop
B C D
a unified school district. No error
E

12. What we know about nomadic life comes
not so much from the writings of historians,
A
Myrdal explained, as from the songs and
B C
speeches of the people itself. No error
D E

13. Moe Berg, a Red Sox catcher for fifteen years
A
and a Princeton graduate who was affluent in
B C
a dozen languages, was elected to the board of
D
directors. No error
E

14. A grand jury hearing is not an adversary proceeding
A
with the stringent rules of evidence and the right
B C
of cross-examination that characterize a trial.
D
No error
E

15. Unlike their Greek and Roman counterparts, an
A B
Etruscan woman enjoyed a high degree of
C D
independence and freedom. No error
E

16. Anthropologists have noted that man has flourished
A
for a surprising long time with no increase in the
B C
size of his brain. No error
D E

17. Once it was clear that war was imminent, our
A B C
parents sent my sister and I to live with relatives
D
in Scotland. No error
E

18. Until the First World War, the greater part of the
A B
Middle East was divided among the two traditional
C D
monarchies, Turkey and Iran. No error
E

19. Dickens was shocked by poverty and squalor he
A
saw when he visited New York on his lecture
B C D
tour in 1842. No error
E

GO ON TO THE NEXT PAGE.

20. Of all the medical plans $\underset{\text{A}}{\underline{\text{under consideration,}}}$ the one $\underset{\text{B}}{\underline{\text{supported by both}}}$ the AMA and the unions $\underset{\text{C}}{\underline{\text{has}}}$ the $\underset{\text{D}}{\underline{\text{better chance}}}$ of being approved during this session of Congress. $\underset{\text{E}}{\underline{\text{No error}}}$

21. The personnel director conveys the feeling $\underset{\text{A}}{\underline{\text{that he}}}$ $\underset{\text{B}}{\underline{\text{is a person}}}$ to whom employees can $\underset{\text{C}}{\underline{\text{turn to}}}$ $\underset{\text{D}}{\underline{\text{when they}}}$ face problems on the job. $\underset{\text{E}}{\underline{\text{No error}}}$

22. $\underset{\text{A}}{\underline{\text{As}}}$ the country's leading landscape architect and $\underset{\text{B}}{\underline{\text{an early proponent}}}$ of the national parks movement, Olmstead $\underset{\text{C}}{\underline{\text{alerted his contemporaries to}}}$ and suggested $\underset{\text{D}}{\underline{\text{solutions for problems}}}$ they had barely recognized. $\underset{\text{E}}{\underline{\text{No error}}}$

23. The incidence $\underset{\text{A}}{\underline{\text{of}}}$ neurotic behavior $\underset{\text{B}}{\underline{\text{in both}}}$ the middle and upper classes $\underset{\text{C}}{\underline{\text{are within}}}$ the $\underset{\text{D}}{\underline{\text{same general}}}$ range of frequency. $\underset{\text{E}}{\underline{\text{No error}}}$

24. The countries most $\underset{\text{A}}{\underline{\text{in need of}}}$ food $\underset{\text{B}}{\underline{\text{for the aversion of}}}$ famine $\underset{\text{C}}{\underline{\text{are often those}}}$ $\underset{\text{D}}{\underline{\text{least able}}}$ to pay for it. $\underset{\text{E}}{\underline{\text{No error}}}$

25. The rights won by women many years ago, $\underset{\text{A}}{\underline{\text{such rights as}}}$ $\underset{\text{B}}{\underline{\text{access to}}}$ an academic $\underset{\text{C}}{\underline{\text{or}}}$ professional education, $\underset{\text{D}}{\underline{\text{had to be fought for}}}$ in the face of hostility and derision. $\underset{\text{E}}{\underline{\text{No error}}}$

STOP

IF YOU FINISH BEFORE TIME IS CALLED, CHECK YOUR WORK ON THIS SECTION ONLY.
DO NOT WORK ON ANY OTHER SECTION IN THE TEST.

SECTION VI

Time—20 minutes

20 Questions

Directions: The passage in this section is followed by two sets of questions, data evaluation and data application. In the first set, data evaluation, you will be required to classify certain of the facts presented in the passage on the basis of their importance, as illustrated in the following example:

SAMPLE PASSAGE

Fred North, a prospering hardware dealer in Hillidale, Connecticut, felt that he needed more store space to accommodate a new line of farm equipment and repair parts that he intended to carry. A number of New York City commuters had recently purchased tracts of land in the environs of Hillidale and there had taken up farming on a small scale. Mr. North, foreseeing a potential increase in farming in that area, wanted to expand his business to cater to this market. North felt that the most feasible and appealing recourse open to him would be to purchase the adjoining store property owned by Mike Johnson, who used the premises for his small grocery store. Johnson's business had been on the decline for over a year since the advent of a large supermarket in the town. North felt that Johnson would be willing to sell the property at reasonable terms, and this was important since North, after the purchase of the new merchandise, would have little capital available to invest in the expansion of his store.

The following questions consist of items related to the passage above. Consider each item separately in terms of the passage and on the answer sheet blacken space

A if the item is a Major Objective in making the decision; that is, one of the outcomes or results sought by the decision-maker;

B if the item is a Major Factor in making the decision; that is, a consideration, explicitly mentioned in the passage, that is basic in determining the decision;

C if the item is a Minor Factor in making the decision; that is, a secondary consideration that affects the criteria tangentially, relating to a Major Factor rather than to an Objective;

D if the item is a Major Assumption in making the decision; that is, a supposition or projection made by the decision-maker before weighing the variables;

E if the item is an Unimportant Issue in making the decision; that is, a factor that is insignificant or not immediately relevant to the situation.

SAMPLE DATA EVALUATION QUESTIONS

1. Increase in farming in the Hillidale area Ⓐ Ⓑ Ⓒ ● Ⓔ
2. Acquisition of property for expanding store ● Ⓑ Ⓒ Ⓓ Ⓔ
3. Cost of Johnson's property Ⓐ ● Ⓒ Ⓓ Ⓔ
4. State of Johnson's grocery business Ⓐ Ⓑ ● Ⓓ Ⓔ
5. Quality of the farm equipment North intends to sell Ⓐ Ⓑ Ⓒ Ⓓ ●

The correct designation for number 1 is (D), a Major Assumption, since North bases his whole expansion project on his supposition that the new commuter-farmers in the Hillidale area are indicative of a trend in that direction. Number 2 is (A), a Major Objective, inasmuch as North's immediate purpose is to obtain more room for expansion. (B), a Major Factor, is the correct answer for number 3 because North's present lack of capital renders cost a vital consideration. The best classification of number 4 is (C), a Minor Factor, because the depreciating value of Johnson's business influences his willingness to sell and also the price he will demand for his property; thus, this factor pertains to 3, the cost of Johnson's property, and is an indirect consideration in the case. Number 5, finally, is (E), an Unimportant Issue, for the quality of North's goods has no relevance to the situation at hand; i.e., the desire for room to expand his business.

GO ON TO THE NEXT PAGE.

A second set of questions, data application, requires judgments based on a comparison of the available alternatives in terms of the relevant criteria, in order to attain the objectives stated in the passage.

Each of the following questions relates to the passage above. For each question, choose the best answer and blacken the appropriate space on the answer sheet.

SAMPLE DATA APPLICATION QUESTION

6. Which of the following reasons is (are) given for North's decision to expand his business?

    I. Potential demand for farm equipment in the Hillidale area
    II. Desire to undermine Mike Johnson's business
    III. Higher profit margin on farm equipment than on hardware

    (A) I only
    (B) III only
    (C) I and II only
    (D) II and III only
    (E) I, II, and III

The correct designation here is (A), I only, since the passage clearly states that North anticipates a demand for farm equipment in the Hillidale area and wishes to attract that market. Alternative II is easily eliminated because there is no indication of competition or malice between North and Johnson, and Johnson's business has, in any case, declined already. Alternative III, while plausible, is not supported by the passage.

NOW READ THE PASSAGE AND ANSWER THE QUESTIONS FOLLOWING IT.

GO ON TO THE NEXT PAGE.

Masterpiece Calendars is a midwestern company that specializes in producing and selling calendars decorated with color reproductions of famous paintings. Like many of the smaller calendar companies, Masterpiece Calendars' own printing capacity is modest. Such companies, because of the relatively long press runs involved in producing calendars, usually rely on outside printers to supplement their own facilities. Until recently, Masterpiece Calendars had employed a nearby firm, Quality Printing, to make all its color reproductions. In November 1975, however, Quality Printing was purchased by a large multinational corporation, and Masterpiece Calendars was informed that their specialized color printing jobs would no longer be accepted because Quality Printing's entire production capacity would be used by its new owners to supply other companies under their control. Further, the new management at Quality Printing wished to dispose of their specialized color-printing equipment as soon as possible in order to make room for new high-speed printing equipment. Masterpiece Calendars thus needed a new source for printing their color reproductions.

The company's investigations focused on five possible alternatives. Masterpiece Calendars could continue to contract the work out, either to Globe Printing or to the more distant Smith Color Printing, both of which submitted bids. Or, departing from its previous practice, Masterpiece Calendars could print its own color reproductions. The necessary equipment could be purchased new from Ohio Tool or from Indiana Printing, or used equipment could be purchased from Quality Printing. There was sufficient extra space in Masterpiece Calendars' plant to install the required equipment, and Masterpiece Calendars' undertaking to print its own color reproductions seemed a reasonable alternative.

Masterpiece Calendars' president, R. E. Bartolini, called a meeting of Masterpiece Calendars' management early in 1976 to decide how to resolve the problem. Bartolini was anxious to maintain his company's reputation for high quality; and he also wanted to retain Masterpiece Calendars' large share of the market for calendars with color reproductions of famous paintings, since the profit margin on these calendars was high. He opened the meeting by stressing the importance of arriving at a decision quickly enough to ensure an adequate supply of quality color reproductions for next year's calendars. A discussion of the alternatives followed.

John Averre, head of purchasing: "I think Globe Printing is the place to go. At $102,000 per year their price is reasonable, and we know they do quality work. Besides, they're a local firm, which makes it very easy to keep a close check on the quality of the reproductions. And that's our bread and butter! Besides it's good for the whole area to keep our business local when we can. They're ready to start as soon as we make a decision, and that's crucial."

Martin Eichinger, treasurer: "I agree that speed is important, but Smith Color Printing can get to work immediately also, and its bid is lower, only $92,000. Surely some of the problems that arise can be handled by phone."

Mary Conti, sales manager: "Smith Color Printing's bid is lower because its work is of uneven quality. And it's virtually impossible to monitor the accuracy of our color reproductions by phone. Choosing Smith Color Printing may look good on the balance sheets now, but it will make our customers unhappy in the long run."

Susan Byzek, vice-president for planning: "Even aside from its quality problems, Smith Color Printing would be a mistake, and so would Globe Printing. We should not pass up this opportunity to bring our specialized color reproduction requirements under our direct control. I think we should take on the work ourselves. We're in a good financial position to think about such an expansion. I think our credit is good enough for us to buy the necessary equipment and do the job ourselves."

Bart Domanski, manager of plant operations: "Ohio Tool has just what we need for only $155,000. Of course, the necessary renovations at the plant will cost an extra $10,000 the first year, but after that the additional wages, supplies, and other costs shouldn't be more than $35,000 per year. We could make better color reproductions than we could buy. We would enhance our reputation."

Conti: "We've been planning to branch out into posters of our color reproductions. Can Ohio Tool's equipment produce poster-sized reproductions?"

Domanski: "No it can't. We would have to hire someone to bring out a line of posters for us."

Conti: "I'm afraid that buying Ohio Tool's equipment would discourage us from diversifying our business. And we all agree that posters have tremendous growth potential."

Eichinger: "I certainly couldn't support investing all that capital if we still had to depend partially on outside printers."

Domanski: "Okay, but what about Indiana Printing's equipment? They expect to have exactly what we need to handle calendars and posters by late March, and we would have plenty of time to get the work done after that. The price is a little higher than Ohio Tool's—$160,000—and if we make posters, we will have to spend about $5,000 a year more on supplies than we spend now, but we could be completely self-sufficient."

Conti: "I suppose we can afford Indiana Printing's equipment, but I wonder if we should take a chance on the delivery date. Still, March is early enough for us to make other arrangements if we can't get a firm commitment from Indiana Printing."

Byzek: "I think the best solution is to buy the machinery we need from Quality Printing. It's used, but we can get it for only $79,000 because they are anxious to sell. It doesn't need any immediate repairs and has been well taken care of. Properly maintained it would last another ten years. And we can get it now. We'd finally control our own color reproduction. We could even go into fiscal year calendars!"

GO ON TO THE NEXT PAGE.

Averre: "I still think Globe Printing is a better bet. All of you who want us to go into printing our own color reproductions of paintings are forgetting what a complex, demanding art it is. And we won't know which paintings or how many reproductions of each painting we'll need until after we've settled on our line for the year."

Byzek: "I don't agree. We do recognize the difficulty of getting proper color reproductions. It's our difficulty in getting an adequate job done outside that makes us want to do it ourselves. To even out the work flow we could produce our old standbys early in the year, and then make the shorter printing runs of our new subjects and posters after final marketing decisions have been made."

Eichinger: "In order to facilitate the comparison of costs, I have prepared this table showing the yearly cost of printing our own color reproductions with each of the three kinds of equipment. With this information we should be able to reach a decision. Let's go over it and then see if we have a consensus."

COST OF PRINTING COLOR REPRODUCTIONS

	Renovations at Masterpiece Calendars' Plant	Annual Cost of Wages, Supplies, Maintenance, Taxes, Interest, etc.	Equipment Cost per Year of Useful Life	Annual Cost of Contracting for Poster-sized Color Reproductions
Ohio Tool's Equipment	$10,000	$35,000	$7,750	$10,000
Indiana Printing's Equipment	10,000	40,000	8,000	---
Quality Printing's Equipment	10,000	40,000	7,900	---

GO ON TO THE NEXT PAGE.

DATA EVALUATION QUESTIONS

Directions: The following questions consist of items related to the passage above. You may refer back to the passage and the directions. Consider each item separately in terms of the passage and on the answer sheet blacken space

A if the item is a Major Objective in making the decision; that is, one of the outcomes or results sought by the decision-maker;

B if the item is a Major Factor in making the decision; that is, a consideration, explicitly mentioned in the passage, that is basic in determining the decision;

C if the item is a Minor Factor in making the decision; that is, a secondary consideration that affects the criteria tangentially, relating to a Major Factor rather than to an Objective;

D if the item is a Major Assumption in making the decision; that is a supposition or projection made by the decision-maker before weighing the variables;

E if the item is an Unimportant Issue in making the decision; that is, a factor that is insignificant or not immediately relevant to the situation.

1. Continuation of the demand for calendars with color reproductions of famous paintings

2. Cost of producing fiscal year calendars

3. Provision of quality color reproductions for Masterpiece Calendars

4. Cost to Masterpiece Calendars of obtaining color reproductions of famous paintings

5. Maintenance of Masterpiece Calendars' competitive position in the market for high-priced calendars

6. Quality and size of the color reproductions each source can produce

7. Additional expenditures for supplies if Masterpiece Calendars produces its own posters

8. Continuation of the demand for poster-sized color reproductions of famous paintings

9. Renovations required at Masterpiece Calendars' plant if additional equipment is obtained

10. Inability of Masterpiece Calendars to maintain its share of the market without high-quality color reproductions

11. Preservation of Masterpiece Calendars' reputation for high quality

12. Cost of hiring a printer for poster-sized color reproductions if Masterpiece Calendars chooses Ohio Tool's equipment

13. Tremendous growth potential of posters

14. Purchase of Quality Printing by a multinational corporation

15. Avoidance of any delay in having Masterpiece Calendars' products available when customers want them

16. Quality Printing's refusal to accept any new work from Masterpiece Calendars

GO ON TO THE NEXT PAGE.

DATA APPLICATION QUESTIONS

Directions: Each of the following questions relates to the passage above. For each question, choose the best answer and blacken the appropriate space on the answer sheet.

17. Assume that Masterpiece Calendars decides to produce its own color reproductions and buys Indiana Printing's equipment. If the cost of renovations is prorated over five years, the yearly cost in the third year will be

(A) $58,000
(B) $50,000
(C) $48,000
(D) $40,000
(E) $8,000

18. In preparing the table, Eichinger assumed that the new equipment would have a useful life of

(A) 10 years
(B) 15 years
(C) 20 years
(D) 25 years
(E) 30 years

19. If Masterpiece Calendars decides to print its own color reproductions and buys Quality Printing's equipment, which of the following does NOT represent an advantage to Masterpiece Calendars?

(A) Masterpiece Calendars' investment in the production of its own color reproductions
(B) The possible increase in quality of the color reproductions
(C) Masterpiece Calendars' increased capacity to diversify its product line
(D) Masterpiece Calendars' increased ability to monitor the accuracy of the printing of its color reproductions
(E) The reduction in the amount paid by Masterpiece Calendars for the work of other companies

20. If Masterpiece Calendars decides to print its own color reproductions and buys Ohio Tool's equipment, the yearly cost of producing color reproductions, for calendars only, after the first year will be

(A) $62,750
(B) $52,750
(C) $42,750
(D) $35,000
(E) $7,750

STOP

IF YOU FINISH BEFORE TIME IS CALLED, CHECK YOUR WORK ON THIS SECTION ONLY.
DO NOT WORK ON ANY OTHER SECTION IN THE TEST.

Answer Key and Scoring Information

After you have taken the test that begins on page 79, you can use the answer key below and the information that follows to score your test. Reading this section and scoring your answer sheet will give you a good idea of how your scores on an actual GMAT will be derived.

	SECTION 1	SECTION 2	SECTION 3	SECTION 4	SECTION 5	SECTION 6
1	Ⓐ Ⓑ ● Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ ●	Ⓐ ● Ⓒ Ⓓ Ⓔ	Ⓐ ● Ⓒ Ⓓ Ⓔ	● Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ ● Ⓔ
2	Ⓐ Ⓑ Ⓒ Ⓓ ●	Ⓐ ● Ⓒ Ⓓ Ⓔ	● Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ ● Ⓓ Ⓔ	Ⓐ ● Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ ●
3	Ⓐ Ⓑ Ⓒ ● Ⓔ	Ⓐ Ⓑ Ⓒ ● Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ ●	Ⓐ Ⓑ ● Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ ● Ⓔ	● Ⓑ Ⓒ Ⓓ Ⓔ
4	● Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ ● Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ ● Ⓔ	Ⓐ Ⓑ ● Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ ●	Ⓐ ● Ⓒ Ⓓ Ⓔ
5	Ⓐ Ⓑ ● Ⓓ Ⓔ	● Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ ● Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ ●	Ⓐ Ⓑ ● Ⓓ Ⓔ	● Ⓑ Ⓒ Ⓓ Ⓔ
6	Ⓐ Ⓑ Ⓒ ● Ⓔ	● Ⓑ Ⓒ Ⓓ Ⓔ	● Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ ● Ⓓ Ⓔ	● Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ ● Ⓒ Ⓓ Ⓔ
7	Ⓐ Ⓑ Ⓒ Ⓓ ●	Ⓐ ● Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ ● Ⓓ Ⓔ	Ⓐ Ⓑ ● Ⓓ Ⓔ	Ⓐ ● Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ ● Ⓓ Ⓔ
8	● Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ ●	Ⓐ Ⓑ Ⓒ ● Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ ●	Ⓐ Ⓑ Ⓒ ● Ⓔ	Ⓐ Ⓑ Ⓒ ● Ⓔ
9	Ⓐ ● Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ ● Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ ●	● Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ ●	Ⓐ Ⓑ ● Ⓓ Ⓔ
10	● Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ ●	● Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ ● Ⓔ	Ⓐ ● Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ ● Ⓔ
11	Ⓐ Ⓑ Ⓒ ● Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ ●	Ⓐ ● Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ ● Ⓔ	● Ⓑ Ⓒ Ⓓ Ⓔ	● Ⓑ Ⓒ Ⓓ Ⓔ
12	Ⓐ Ⓑ ● Ⓓ Ⓔ	Ⓐ ● Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ ● Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ ● Ⓔ	Ⓐ Ⓑ Ⓒ ● Ⓔ	Ⓐ Ⓑ ● Ⓓ Ⓔ
13	Ⓐ ● Ⓒ Ⓓ Ⓔ	Ⓐ ● Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ ●	Ⓐ Ⓑ ● Ⓓ Ⓔ	Ⓐ Ⓑ ● Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ ● Ⓔ
14	Ⓐ Ⓑ Ⓒ ● Ⓔ	Ⓐ Ⓑ Ⓒ ● Ⓔ	● Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ ● Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ ●	Ⓐ Ⓑ Ⓒ Ⓓ ●
15	Ⓐ ● Ⓒ Ⓓ Ⓔ	Ⓐ ● Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ ● Ⓔ	Ⓐ ● Ⓒ Ⓓ Ⓔ	● Ⓑ Ⓒ Ⓓ Ⓔ	● Ⓑ Ⓒ Ⓓ Ⓔ
16	Ⓐ Ⓑ Ⓒ Ⓓ ●	Ⓐ Ⓑ ● Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ ● Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ ●	Ⓐ ● Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ ●
17	Ⓐ Ⓑ Ⓒ Ⓓ ●	Ⓐ Ⓑ Ⓒ ● Ⓔ	Ⓐ Ⓑ Ⓒ ● Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ ●	Ⓐ Ⓑ Ⓒ ● Ⓔ	Ⓐ ● Ⓒ Ⓓ Ⓔ
18	Ⓐ ● Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ ● Ⓓ Ⓔ	Ⓐ Ⓑ ● Ⓓ Ⓔ	Ⓐ Ⓑ ● Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ ● Ⓔ	Ⓐ Ⓑ ● Ⓓ Ⓔ
19	Ⓐ Ⓑ Ⓒ ● Ⓔ	Ⓐ Ⓑ ● Ⓓ Ⓔ	Ⓐ ● Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ ● Ⓓ Ⓔ	● Ⓑ Ⓒ Ⓓ Ⓔ	● Ⓑ Ⓒ Ⓓ Ⓔ
20	● Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ ●	Ⓐ Ⓑ ● Ⓓ Ⓔ	● Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ ● Ⓔ	Ⓐ Ⓑ ● Ⓓ Ⓔ
21	Ⓐ Ⓑ ● Ⓓ Ⓔ	Ⓐ Ⓑ ● Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	● Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ ● Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ
22	Ⓐ Ⓑ Ⓒ ● Ⓔ	Ⓐ ● Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ ●	Ⓐ Ⓑ Ⓒ Ⓓ ●	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ
23	● Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ ● Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ ● Ⓔ	Ⓐ Ⓑ ● Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ
24	Ⓐ Ⓑ Ⓒ Ⓓ ●	Ⓐ Ⓑ Ⓒ ● Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ ● Ⓒ Ⓓ Ⓔ	Ⓐ ● Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ
25	Ⓐ ● Ⓒ Ⓓ Ⓔ	● Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ ●	Ⓐ Ⓑ Ⓒ Ⓓ ●	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ
26	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	● Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	● Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ
27	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ ● Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ ● Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ
28	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ ● Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ ● Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ
29	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	● Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ ● Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ
30	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	● Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ ●	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ
31	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ
32	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ
33	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ
34	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ
35	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ
36	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ
37	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ
38	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ
39	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ
40	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ	Ⓐ Ⓑ Ⓒ Ⓓ Ⓔ

How to Calculate Your Scores

Your Verbal Raw Score

Step 1: Using the answer key above, mark your answer sheet as follows: put a C next to all those questions that you answered correctly; put an I next to all those questions that you answered incorrectly. Cross out any questions that you did not answer or to which you gave more than one answer; these will not be counted in the scoring.

Step 2: Sections 1, 3, 5, and 6 are used to determine your verbal score. In these sections only, count the number of correct answers (marked C) and enter this number here. . . . . ______________

Step 3: In these same sections (1, 3, 5, 6), count the number of questions that you answered incorrectly (marked I). Enter the number here . . . . ______________

Step 4: Count the number of questions in sections 1, 3, 5, and 6 that you crossed out because you didn't answer them or marked more than one answer. Enter this number here. . . . . ______________

Step 5: Add the numbers in Steps 2, 3, and 4. Enter the number here . . . . ______________

(This number should be 90, the total number of verbal questions. If it is not, check your work for Steps 2, 3, and 4.)

Step 6: Enter the number from Step 2 here. . . . . ______________

Step 7: Enter the number from Step 3 here $\frac{\underline{\qquad}}{4}$; divide it by 4. (This is the correction for guessing.) Write the resulting number here . . . . – ______________

Step 8: Subtract the number in Step 7 from the number in Step 6; enter the result here . . . . ______________

+ ______.5______

Step 9: Add .5 to the number in Step 8. Enter the result here . . ______________

Step 10: Drop all the digits to the right of the decimal point and write the result here . . . . ______________

This is your verbal raw score corrected for guessing. (Instructions for converting this score to a scaled score range follow the worksheets for obtaining quantitative raw score and total raw score.)

Your Quantitative Raw Score

Step 1: Sections 2 and 4 are used to determine your quantitative score. In these sections only, count the number of correct answers (marked C) and enter this number here .... ____________

Step 2: In these same sections (2 and 4), count the number of questions that you answered incorrectly (marked I). Enter the number here .... ____________

Step 3: Count the number of questions in sections 2 and 4 that you crossed out because you didn't answer them or marked more than one answer. Enter this number here .... ____________

Step 4: Add the numbers in Steps 1, 2, and 3. Enter the total here.. ____________

(This number should be 60, the total number of quantitative questions. If it is not, check your work for Steps 1, 2, and 3.)

Step 5: Enter the number from Step 1 here................. ____________

Step 6: Enter the number from Step 2 here $\frac{\_\_\_\_\_\_}{4}$; divide it by 4. (This is the correction for guessing.) Write the resulting number here .... - ____________

Step 7: Subtract the number in Step 6 from the number in Step 5; enter the result here .... ____________

+ .5

Step 8: Add .5 to the number in Step 7. Enter the result here . . ____________

Step 9: Drop all the digits to the right of the decimal point and write the result here .... ____________

This is your quantitative raw score corrected for guessing. (Instructions for converting this score to a scaled score range follow the worksheet for obtaining your total raw score.)

Your Total Raw Score

Step 1: Using all the sections of the test, count the number of correct answers (marked C) and enter this number here .... ____________

Step 2: Count the number of questions in all the sections that you answered incorrectly (marked I). Enter the number here .... ____________

Step 3: Count the number of questions in all sections that you crossed out because you didn't answer them or marked more than one answer. Enter this number here .... ____________

Step 4: Add the numbers in Steps 1, 2, and 3. Enter the total here.................................... ____________

(This number should be 150, the total number of questions in the test. If it is not, check your work for Steps 1, 2, and 3.)

Step 5: Enter the number from Step 1 here.................. ____________

Step 6: Enter the number from Step 2 here $\frac{\_\_\_\_\_\_}{4}$; divide it by 4. (This is the correction for guessing.) Write the resulting number here .... − ____________

Step 7: Subtract the number in Step 6 from the number in Step 5; enter the result here .... ____________

+ ________.5

Step 8: Add .5 to the number in Step 7. Enter the result here . . ____________

Step 9: Drop all the digits to the right of the decimal point and write the result here .... ____________

This is your total raw score corrected for guessing. It is possible that the sum of your verbal and quantitative raw scores may be one point higher or lower than the total raw score due to the rounding procedures for each score. (Instructions for converting this score—along with your verbal and quantitative raw scores corrected for guessing—to scaled score ranges follow.)

Converting Your Raw Scores to Scaled Score Ranges

The raw scores corrected for guessing that you obtained above (last step in each worksheet) may be converted to scaled score ranges using the conversion tables below. Raw scores are converted to scaled scores to insure that a score earned on any one form of the GMAT is directly comparable to the same scaled score earned (within a five-year period) on any other form of the test. Scaled scores are "standard scores" with understood and accepted meanings. The scores reported to schools when you take the actual GMAT will be scaled scores.

Using the conversion tables, find the ranges of GMAT scaled scores that correspond to the ranges within which your three raw scores corrected for guessing fall. For example, a verbal raw score of 44 would fall within the scaled score range of 25 to 27; a quantitative raw score of 44 would be in the scaled score range of 45 to 49. A total raw score of 88 would be in the scaled score range of 560 to 580.

When you take the GMAT at an actual administration, one or more of your scores may fall outside the range(s) of scaled scores you obtained on this representative GMAT. Even the same student performs at different levels at different times—for a variety of reasons unrelated to the test itself. In addition, your test scores may differ because the conditions under which you took this test could not be exactly the same as those at an actual test administration.

After you have scored your test, analyze the results with a view to improving your performance when you take the actual GMAT.

- Did the time you spent reading directions make serious inroads on the time you had available for answering questions? If you become thoroughly familiar with the directions in the description of the test (beginning on page 69) and in the representative test, you may need to spend less time reading directions in the actual test.
- Did you run out of time before you reached the end of a section? If so, could you pace yourself better

GMAT Representative Test Conversion Tables*

Verbal or Quantitative Corrected Raw Score Range	Verbal Scaled Score Range	Quantitative Scaled Score Range
86-90	50-55	
81-85	47-49	
76-80	44-47	
71-75	41-44	
66-70	39-41	
61-65	36-38	
56-60	33-35	58-60
51-55	30-32	54-57
46-50	27-30	50-53
41-45	25-27	45-49
36-40	22-24	41-44
31-35	19-21	36-40
26-30	16-18	32-35
21-25	13-16	28-31
16-20	11-13	23-27
11-15	8-10	19-22
6-10	5- 7	14-18
0- 5	1- 4	9-13

Total Corrected Raw Score Range	Total Scaled Score Range
136-150	800
131-135	770-790
126-130	750-770
121-125	730-750
116-120	700-720
111-115	680-700
106-110	660-680
101-105	630-650
96-100	610-630
91-95	590-610
86-90	560-580
81-85	540-560
76-80	520-540
71-75	490-510
66-70	470-490
61-65	450-470
56-60	430-440
51-55	400-420
46-50	380-400
41-45	360-370
36-40	330-350
31-35	310-330
26-30	290-300
21-25	260-280
16-20	240-260
11-15	220-230
6-10	200-210
0-5	200

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*These tables have been constructed with ranges of scores to allow candidates to estimate their scaled scores. Actual conversion tables contain one-to-one correspondence of raw scores to scaled scores.

in the actual test? Remember, not everyone finishes all sections; accuracy is also important.

- Look at the specific questions you missed. In which ones did you suffer from lack of knowledge? Faulty reasoning? Faulty reading of the question? Being aware of the causes of your errors may enable you to avoid some errors when you actually take the GMAT.

What Your Scaled Scores Mean

The following tables contain information that will be of help in understanding your scaled scores. Each table consists of a column marked "Scaled Score" and a column indicating the percentage of test takers in the time period specified who scored below the scores listed. For example, if you earned a total scaled score of about 600 on the representative test and you are able to achieve the same score on an actual GMAT, the 90 opposite 600 tells you that 90 percent of the 563,848 people taking the test in the 1977 to 1980 period earned scores lower than that; the remainder earned the same or a higher score. Also given in each table is the average score of the group tested in the 1977-1980 time period.

Graduate school admissions officers understand the statistical meaning of GMAT scores, but each institution uses and interprets the scores according to the needs of its own programs. You should, therefore, consult the schools to which you are applying to learn how those schools will interpret and use your scores.

Some Cautions about Score Interpretation

1. The GMAT is designed to yield only the reported verbal, quantitative, and total scaled scores. One should not calculate raw scores for individual test sections and infer specific strengths or weaknesses from a comparison of the raw score results by section. There are two reasons for this.

   First, different sections have different numbers of questions and, even if the numbers

Percentages of Examinees Tested from October 1977 through July 1980 (Including Repeaters) Who Scored below Selected Total Test Scores

Scaled Score	Percentage below
700	99
680	98
660	97
640	95
620	93
600	90
580	86
560	81
540	74
520	68
500	61
480	54
460	46
440	39
420	32
400	26
380	21
360	16
340	12
320	9
300	6
280	4
260	3
240	2
220	1
Number of Examinees	563,848
Average Score	462

Note: This table is based on examinees taking the GMAT in the three-year period from October 1977 through July 1980. It is expected that examinees taking the test during the period from September 1978 to August 1981 (whose scores will be used for the 1981-82 normative data) will be similar.

Percentages of Examinees Tested from October 1977 through July 1980 (Including Repeaters) Who Scored below Selected Verbal and Quantitative Scores

	Percentage below	
Scaled Score	Verbal	Quantitative
46	99	98
44	98	97
42	97	95
40	94	92
38	89	89
36	84	85
34	77	79
32	70	72
30	62	64
28	54	55
26	45	45
24	37	36
22	30	27
20	24	19
18	18	12
16	14	8
14	10	4
12	7	2
10	5	1
Number of Candidates	563,848	563,848
Average Score	26	27

were the same or if percentages were used to make the numbers comparable, the sections might not be equally difficult. For illustrative purposes only, suppose that one section had 20 items and another had 25. Furthermore, suppose you received a corrected raw score of 10 on the first and 10 on the second. It would be inappropriate to conclude that you had equal ability in the two sections because the corrected raw scores were equal, as you really obtained 50 percent on the first section and only 40 percent for the second. It could be equally inappropriate, however, to conclude from the percentages that you were better on the first section than on the second. Suppose the first section was relatively easy for most candidates (say, an average corrected raw score percentage across candidates of 55 percent) and the second was relatively difficult (an average corrected raw score percentage of 35 percent). Now you might conclude that you were worse than average on the first section and better than average on the second.

Differences in difficulty level between editions are accounted for in the procedure for converting the verbal, quantitative, and total corrected raw scores to scaled scores. Since the raw scores for individual sections are not converted to produce scaled scores by section, performance on individual sections of the test cannot be compared.

Second, corrected raw scores by section are not converted to scaled scores by section because the GMAT is not designed to reliably measure specific strengths and weaknesses beyond the general verbal and quantitative abilities for which separate scaled scores are reported. Reliability is dependent, in part, on the number of questions in the test—the more questions, the higher the reliability. The relatively few questions in each section, taken alone, are not sufficient to produce a reliable result for each section. Only the reported verbal, quantitative, and total scaled scores (which include questions across several sections) have sufficient reliability to permit their use in counseling and predicting graduate school performance.

2. It is possible, if you repeat the test, that your second raw scores corrected for guessing could be higher than on the first test, but your scaled scores could be lower and vice versa. This is a result of the slight differences in difficulty level between editions of the test, which are taken into account when corrected raw scores are converted to the GMAT scaled scores. That is, for a given scaled score, a more difficult edition requires a lower corrected raw score and an easier edition requires a higher corrected raw score.

Test Content

If you have questions about specific items in the representative test, please write to GMAT, Educational Testing Service, Box 966-D, Princeton, NJ 08541, Attention: Test Development. Please include in your letter the page number on which the item appears and the number of the question, along with specifics of your inquiry or comment. If you have a question about a particular item or items in an actual GMAT, please write to the same address and include in your letter your name, address, sex, date of birth, the date on which you took the test, the test center name, the section number(s) and number(s) of the questions involved. This information is necessary for ETS to retrieve your answer sheet and determine the particular form of the GMAT you took.

Guidelines for the Use of the Graduate Management Admission Test Scores

Introduction

These guidelines have been prepared to provide information about appropriate score use for those who interpret scores and set criteria for admission and to protect students from unfair decisions based on inappropriate use of scores.

The guidelines are based on several policy and psychometric considerations.

- The Graduate Management Admission Council has an obligation to inform users of the scores' strengths and limitations, and the users have a concomitant obligation to use the scores in the appropriate, rather than the most convenient, manner.
- The purpose of any testing instrument, including the Graduate Management Admission Test, is to provide information to *assist* in making decisions; the test alone should not be presumed to be a decision maker.
- GMAT test scores are but one of a number of sources of information and should be used, whenever possible, in combination with other information and, in every case, with full recognition of what the test can and cannot do.

The primary asset of the GMAT is that it provides a common measure, administered under standard conditions, with known reliability, validity, and other psychometric qualities, for evaluating the academic skills of many individuals. The GMAT has two primary limitations: (1) it cannot and does not measure all the qualities important for graduate study in management and other pursuits, whether in education, career, or other areas of experience; (2) there are psychometric limitations to the test—for example, only score differences of certain magnitudes are reliable indicators of real differences in performance. Such limits should be taken into consideration as GMAT scores are used.

These guidelines consist of general standards and recommended appropriate uses of GMAT scores as well as a listing of inappropriate uses.

Specific Guidelines

1. ***Use multiple criteria.*** Multiple sources of information should be used when evaluating a candidate for graduate management study. GMAT scores should be *only one* of several criteria considered and should not be given undue weight solely because their use is convenient.

2. ***Establish the relationship between GMAT scores and performance in your graduate management school.*** GMAT scores should be used *only* when there is a known relationship between the scores and actual performance in the user school or in similar schools. Whenever possible, data should be collected locally and analyzed to provide information concerning the predictive validity of GMAT scores and their appropriateness for the particular use and in the particular circumstances at the school concerned.

3. ***Recognize the test's limitations.*** GMAT scores should be used only if the limitations of the test are known and considered. The GMAT does not measure every discipline-related skill necessary for academic work, nor does it measure subjective factors important to academic and career success, such as motivation, creativity, and interpersonal skills. Therefore, all available pertinent information about an applicant must be considered before a selection decision is made. The test's limitations are clearly discussed in the *GMAT Technical Manual.*

4. ***Use cutoff scores advisedly.*** The use of arbitrary cutoff scores (below which no applicant will be considered for admission) is strongly discouraged. Distinctions based on score differences not substantial enough to be reliable should be avoided. Cutoff scores should be used only if there is clear evidence that a large proportion of the applicants scoring below the cutoff scores have substantial difficulty doing satisfactory graduate work. Use of cutoff scores should not result in the systematic exclusion of members of either sex or of any ethnic or other relevant group in the face of other evidence that would indicate their competence or predict their success.

5. ***Establish score weights carefully.*** If a composite test score requirement based on individual weighting of the verbal and quantitative ability scores is to be used, the weights assigned to each score should be set only after empirical study and considered deliberation by qualified experts.

6. ***Do not compare GMAT scores with those on other tests.*** GMAT scores cannot be derived from scores on other tests. While minor differences among different editions of the GMAT that have been constructed to be parallel can be compensated for by the statistical process of score equating, the GMAT is not intended to be

parallel to graduate admission tests offered by other testing programs.

7. ***The GMAT may be waived for legally handicapped applicants.*** If a handicapped candidate is unable to take the GMAT under the special arrangements for testing the handicapped, and so notifies the admission officer, he or she should, without prejudice, be considered on the basis of other available information. No studies have been performed to validate GMAT scores earned under nonstandard conditions. Test scores earned under nonstandard conditions will, therefore, be reported with a special notation that handicapped persons are usually at a disadvantage when taking standardized tests such as the GMAT and emphasizing the need for admissions officers to use all available information, such as faculty recommendations and undergraduate average, with test scores in the selection process.

Normally Appropriate Uses of GMAT Scores

1. ***For selection of applicants for graduate study in management.*** A person's GMAT scores tell how the person performed on a test designed to measure general verbal and quantitative abilities that are associated with success in the first year of study at graduate schools of management and that have been developed over a long period of time. The scores can be used in conjunction with other information to help estimate performance in a graduate management program.
2. ***For selection of applicants for financial aid based on academic potential.***
3. ***For counseling and guidance.*** Undergraduate counselors, if they maintain appropriate records, such as the test scores and undergraduate grade-point averages of their students accepted by various graduate management programs, may be able to help students estimate their chances of acceptance at a given graduate management school.

Normally Inappropriate Uses of GMAT Scores

1. ***As a requisite for awarding a degree.*** The GMAT is designed to measure broadly defined verbal and quantitative skills and is primarily useful for predicting success in graduate management schools. The use of the test for anything other than selection for graduate management study, financial aid awards, or counseling and guidance is to be avoided.
2. ***As a requirement for licensing or certification to perform a job.*** For reasons listed in 1 above, the use of the GMAT for this purpose is inappropriate.
3. ***As a requirement for job-related rewards (raises, promotions, tenure).*** See 1 above.
4. ***As an achievement test.*** The GMAT is not designed to assess an applicant's achievement or knowledge in specific subject areas.
5. ***As a diagnostic test.*** Beyond general statements about verbal and quantitative ability, the GMAT does not provide diagnostic information about relative strengths of a person's academic abilities.

Explanations to Selected Questions

SECTION I: SELECTED EXPLANATIONS

1. The primary purpose of the passage is to

(A) analyze a historical figure
(B) raise a historical question
(C) describe a historical situation
(D) resolve conflicting points of view
(E) introduce new evidence

To answer this question correctly it is necessary to determine what the passage *in its entirety* is trying to accomplish. Choice A can be eliminated because Roosevelt's actions are cited as only one factor in the historical events under discussion. Choice B is not correct because the author gives no indication that he believes that his position requires further debate or inquiry. Choice D is incorrect because although conflicts surrounding the New Deal are discussed, the author makes no attempt to resolve those conflicts. E is clearly wrong because the author does not alert the reader to any previously unknown data or facts surrounding the Depression or the New Deal. What the author does try to do is to give an account or a description of some of the political forces at work in the United States between 1929 and 1935. Therefore, the answer to this relatively easy question is C.

6. According to the passage, the demands of the new militant left were characterized by which of the following?

I. Diffuseness and lack of specificity
II. Emphasis on social rather than economic reform
III. Insistence on increased governmental action

(A) I only
(B) II only
(C) I and II only
(D) I and III only
(E) I, II, and III

This question requires the location of specific information in the passage. The author characterizes militance on the left as diffuse and chaotic (lines 40-41); thus I is part of the correct answer. Using the quotation from H. G. Wells, the author further characterizes the new militant left as insisting that the New Deal had not gone far enough or fast enough, which indicates that it was felt that the New Deal should have done much more to encourage progress and economic recovery than it did. Since the passage discusses the New Deal in terms of government action, III is part of the correct answer. The passage gives no indication as to whether or not the militant left was more concerned with social or economic reform; therefore II is not part of the correct answer. The correct answer to this rather difficult question, then, is choice D, I and III only.

7. "The apparent vacuum in Washington" (lines 49-50) refers to

(A) the Congressional endorsement of all of Roosevelt's policies
(B) the tendency of Congress to adopt strong measures to cure the nation's ills
(C) Roosevelt's statement that he would take no further action
(D) Roosevelt's indifference to the plight of the nation
(E) Roosevelt's apparent indecision during this period

This question requires you to establish the logical relationship between two sentences in the passage. In lines 45-49, the author states that prior to the 1934 election, Roosevelt effectively restrained the currents of dissent, but that after the election this situation was altered by Roosevelt's uncertainty. "The apparent vacuum in Washington," which appears in the following sentence, refers to that altered situation and its cause—an absence of leadership caused by Roosevelt's apparent uncertainty. This idea is further supported in the next sentence, which portrays Roosevelt as "irresolute" and "lingering off stage." Therefore, the correct answer to this rather easy question is choice E. Choice A can be eliminated on the grounds that the passage does not discuss any aspect of Roosevelt's relationship with Congress. Choice B is not correct because the passage does not discuss Congress' role in solving the nation's problem. Choice C attributes to Roosevelt a statement that is not mentioned in the passage, and thus choice C cannot be the correct answer. Choice D contradicts the passage's clear implication that Roosevelt was very concerned with the plight of the nation, and so it can be eliminated also.

12. The author suggests that Hansberry's primary purpose in her writing was to

(A) convey a particular political message
(B) portray black culture favorably
(C) portray reality accurately
(D) distinguish herself as a black artist
(E) identify the abstractions on which society is based

This question requires you to draw a conclusion on the basis of some of the author's statements about Hansberry's work. In lines 14-17, the author tells us that Hansberry is primarily an artist who did not simplify the complexities of human beings. Discussing Hansberry's portrayal of the Younger family as an example of her complex characterizations, the author focuses on Hansberry's artistic achievement of drawing her characters with "precise fidelity" (lines 30-31). Thus, the author's emphasis on Hansberry's artistry, as it is expressed in her precise fidelity of characterization, strongly suggests that Hansberry is primarily concerned with portraying reality accurately. This notion is reinforced by the quotation from Hansberry, in which she says that universality "emerges from the truthful identity of what is." Therefore choice C is correct. Choice A can be eliminated because the author states that it is lesser artists than Hansberry who are primarily concerned with conveying a message. Choice B is not correct because no mention is made of whether or not Hansberry portrays black culture favorably. Since the author discusses none of Hansberry's personal career ambitions, choice D can be eliminated. Choice E is not correct because there is no mention of any effort on Hansberry's part to identify particular social abstractions in her work.

15. According to the author, Hansberry resented the criticisms of her work that

(A) failed to acknowledge openly the universality of her ideas
(B) failed to recognize fully her concern with writing about blacks
(C) attempted to identify her work as propaganda
(D) charged that her political views were at odds with those of other blacks
(E) were more concerned with her political views than with her artistic ability

This question refers specifically to a statement made by the author in lines 33-37. Choice A is incorrect because, according to the passage, critics did acknowledge the universality of the play. The passage also indicates that critics did not view the play as propagandistic, so choice C is incorrect. D and E can be eliminated because the passage does not discuss critics' opinions of Hansberry's political views. The correct answer is choice B because, in the quotation from Hansberry, the playwright defends her work as a "Negro play" against those critics who argue that her play transcends such categories.

20. It can be inferred that the author is willing to accept

(A) a restricted amount of scientific dissent
(B) an unlimited degree of scientific tolerance
(C) the substitution of experimental data for orthodox theory
(D) the superiority of imagination over laboratory proof
(E) the imposition of subjective opinion on scientific data

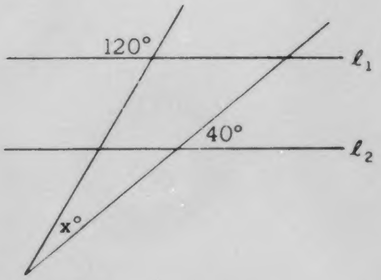
This question asks the reader to make an inference about an opinion held by the author. The correct choice is A, which can be inferred from the author's statement in the last paragraph that "scientific method must be regulated by an orthodoxy which permits only a limited degree of dissent." On the basis of the author's endorsement of such an orthodoxy, it can be inferred that the author is willing to accept a restricted amount of scientific dissent. Choice B contradicts the author's assertion that the severe limits that orthodox scientific views place upon scientific experimentation should remain severe. Choice C contradicts the author's statement that scientific authority should insist that a new theory prove itself a better theory prior to its acceptance. Choice D can be eliminated because the author does not discuss the issue of the superiority of imagination over laboratory data. Similarly, choice E can be eliminated because the author does not discuss the relationship of subjective opinion to scientific data.

25. According to the author, when traditional scientists reject contrary experimental evidence, they are

(A) eliminating inaccurate data
(B) exercising a necessary control
(C) establishing a biased precedent
(D) destroying relevant information
(E) selecting a better procedure

This moderately difficulty question refers to a specific statement made in the last paragraph. The author states that when scientific orthodoxy permits only a limited degree of dissent, it is regulating or controlling scientific experimentation for the sake of intellectual honesty. Thus, the correct answer is choice B. Nothing in the passage suggests that the data that are rejected are necessarily eliminated or destroyed, so choices A and D can be eliminated. Choice C is incorrect because it contradicts the author's statement in the first paragraph that the practice of rejecting contradictory experimental evidence has occurred throughout the history of science. E is incorrect because there is no discussion in the passage of how scientists traditionally evaluate or select proper procedures.

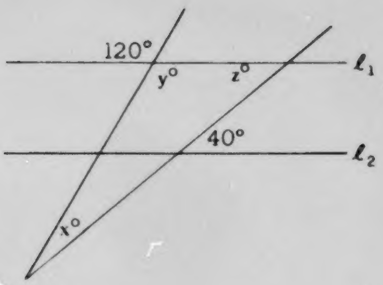
SECTION II: SELECTED EXPLANATIONS



6. In the figure above, if $\ell_1 \parallel \ell_2$, then x =

(A) 20 (B) 30 (C) 40 (D) 50 (E) 80

To solve this problem you use some of the basic ideas of geometry.



If you let y and z be the degree measures of the angles shown in the figure above, then y = 120 because vertical angles have equal measure. In addition, z = 40 because z and 40 are degree measures of alternate interior angles formed by the intersection of a line with two parallel lines. Since the sum of the degree measures of the interior angles of a triangle is 180, $180 - (y + z) = x = 20$. The correct answer to this easy question is A.

9. Each year the value of a certain car decreases by 20 per cent of its value at the beginning of that year. If the car cost $4,000 new, what would be the value of the car when it is 3 years old?

(A) $1,600 (B) $1,952 (C) $2,048
(D) $2,400 (E) $3,968

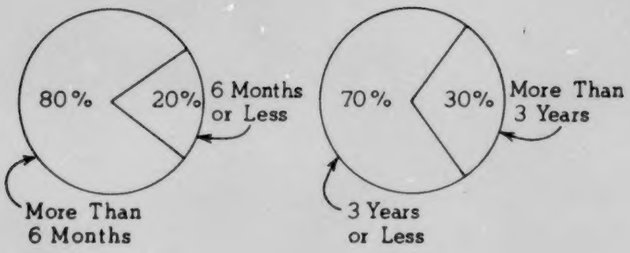
If the cost of the car was $4,000 when new, in one year the value was 80 per cent of $4,000. The values of the car at the end of the second and third years are each 80 per cent of the previous year's value. Thus the value of the car at the end of the second year is 0.8(0.8)($4,000) and at the end of the third year is 0.8(0.64)($4,000), which is 0.512($4,000) or $2,048. Thus C is the answer to this easy question.

14. In 1975, the foreign revenues of a certain corporation amounted to 45 percent of total revenues. If England accounted for $\frac{2}{3}$ of the corporation's foreign revenues, then the ratio of revenues from England to total domestic revenues was

(A) $\frac{3}{20}$ (B) $\frac{3}{11}$ (C) $\frac{3}{10}$ (D) $\frac{6}{11}$ (E) $\frac{2}{3}$

One way to solve this problem is to let x equal total revenues, then 0.45x is the amount of foreign revenues and $\frac{2}{3}(0.45x)$ is the amount of revenues from England. Total domestic revenues will be the difference between total revenues and foreign revenues, or 0.55x. Then the ratio of revenues from England to total domestic revenues is $\frac{\frac{2}{3}(0.45x)}{0.55x} = \frac{6}{11}$.

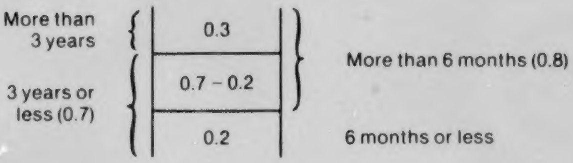
Thus D is the correct answer to this question of moderate difficulty.



18. The circles above show the per cent of all employees of a company who have been employed for the lengths of time specified. What per cent of all employees has been employed for a period of time greater than six months but not more than three years?

(A) 10% (B) 24% (C) 50% (D) 55% (E) 56%

One way to solve this problem is to see that there is an overlap in some of the groups represented in the separate graphs. This overlap is illustrated below.



Since you are looking for the per cent of those employed for more than 6 months but not more than 3 years, you compute 0.7 − 0.2 = 0.5. Thus C is the correct answer to this question of moderate difficulty.

23. A plane flies 40 miles at 200 miles per hour and returns at 300 miles per hour. The average speed, in miles per hour, for the trip is

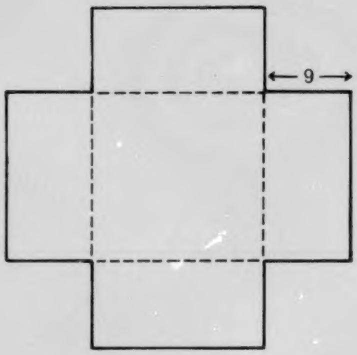
(A) 500 (B) 275 (C) 250 (D) 240 (E) 225

Since you are looking at different times in relationship to equal distances, you would first compute the total amount of time for the trip. If the basic relationship of time equals $\frac{\text{distance}}{\text{rate}}$ is used, then the total time is $\frac{40 \text{ miles}}{200 \text{ miles per hour}} + \frac{40 \text{ miles}}{300 \text{ miles per hour}} = \frac{1}{5} \text{ hour} + \frac{2}{15} \text{ hour} = \frac{1}{3} \text{ hour}$. The round-trip distance is then divided by the total time for the trip, $\frac{80 \text{ miles}}{\frac{1}{3} \text{ hour}} = 240$ miles per hour, which is the average speed for the trip. Thus D is the correct answer to this question of moderate difficulty.

25. A box, without a top, that has depth of 9 inches and a capacity of 3,600 cubic inches is to be made from a square sheet of tin by cutting small equal squares from the corners, making no other cuts, and soldering each corner. How many inches long must each side of the original square of tin be?

(A) 38 (B) 60 (C) 68 (D) 69 (E) 78

Equal squares are to be cut from the corners of a square sheet of tin as shown below.



The sheet of tin is then folded along the dotted lines to form a box. Since the depth of the box is 9 inches, the edge of each small square is 9 inches. Since the volume of the box is equal to the area of the base times the height, the area of the square base of this box is $\frac{3600}{9} = 400$ square inches. Therefore, the edge of the base is 20 inches. Thus each edge of the original square sheet of tin must be $20 + 2(9) = 38$ inches. The correct answer to this question of moderate difficulty is A.

30. Let pMq be defined as the greater of two integers p and q, for $p \neq q$, and as p, for $p = q$. For example, $4M1 = 4$ and $2M2 = 2$. If x and y are integers such that $x \neq y$ and if $xMy = y$ and $xM3 = x$, what is the least possible value of y?

(A) 4 (B) 5 (C) 6 (D) 8 (E) 9

The reasoning used to solve this problem is that if $x \neq y$ and $xMy = y$, then, from the definition given, $y > x$; similarly, if $xM3 = x$, then $x \geq 3$. Thus, $y > x \geq 3$ and the least possible value of y is 4. The correct answer to this moderately difficult question is A.

SECTION III: SELECTED EXPLANATIONS

2. Realization of Cadena Hardware's full sales potential

As stated in the first sentence of the passage, Peter Cadena is trying to decide "whether to remodel his hardware store or move to a new location." Cadena wants either to remodel or to move so that he can increase the amount of business that the hardware store does each year. Research Associates is also concerned with increasing the amount of business done by Cadena Hardware, and so it reports that "In order to reach its full sales potential, Cadena Hardware must become a modern hardware store." This means that the realization of Cadena Hardware's full sales potential is one of the major objectives of the decision-maker, and A is the answer to this easy question.

4. Likelihood that Cadena Hardware's customers would continue to patronize Cadena Hardware if it relocates at a convenient site

As noted in the discussion of question 2, a major objective is the realization of Cadena Hardware's full sales potential. Cadena would not consider moving to a new location if he believed that, by moving, he would lose his store's present customers, since to do so would jeopardize the store's sales potential. Cadena, moreover, hires the consulting firm to study the trading area from which his store draws its customers, thus emphasizing his concern with retaining the store's present customers as well as his belief that the store can retain those customers if it does not move outside the trading area. The answer to this question of average difficulty, then, is D, since the supposition that the present customers would continue to patronize Cadena Hardware if it relocates at a convenient site would logically be made before Cadena weighs the merits of the alternative sites available to him.

7. Gain in storage space if Cadena Hardware remodels its half of the house

One of the most important things that must be done in answering practical judgment questions is to determine the difference between a major factor and a minor factor. In the first paragraph of the passage Cadena indicates that he wants either to remodel or to move because there is not enough room under the present arrangement. The gain in storage space that would result from remodeling, then, is a minor factor in deciding which alternative to select because it affects the amount of total space, both for sales and storage, that Cadena would gain if he chooses to remodel Cadena Hardware's half of the house. The total amount of space available at the various sites under consideration would be a major factor. The answer to this difficult question is C.

9. Proportion of retired people in Cadena Hardware's trading area

When answering practical judgment questions, remember that the point of reference should always be the decision that must be made. The factors influence the decision in varying degrees; the objectives are the conditions that should exist after the decision has been made; and the assumptions are suppositions made about the overall context in which the decision will be made. The final type of question involves considerations and suppositions that are irrelevant to the decision. In this instance, the proportion of retired people in Cadena Hardware's trading area is an unimportant issue, since the proportion is a constant that does not contribute to the attractiveness of any of the alternatives and does not influence Cadena before he begins to consider each of those alternatives. The answer to this fairly easy question is E.

11. Extent to which each of the alternative locations will retain Cadena Hardware's present customers

As noted in the discussion of question 4, Cadena feels that it is important for Cadena Hardware to retain its present customers. The extent to which each of the alternative locations will retain Cadena Hardware's present customers, then, is a major factor that influences Cadena's selection of the best alternative. If a major factor will allow an objective to be achieved, then it makes an alternative more attractive to the decision-maker; if a major factor will prevent an objective from being achieved, then of course it makes an alternative less attractive to the decision-maker. Note that the extent to which each of the alternative locations will retain Cadena Hardware's present customers can be thought of as a projection or supposition about the future. However, Cadena and Research Associates regard the extent to which each of the alternative locations will retain Cadena Hardware's present customers as a concrete factor that must be considered at each of the alternative sites. The answer to this question of above average difficulty is B.

17. If Cadena Hardware signs a ten-year lease for the planned building at the Brownville Shopping Center, the total amount of rent paid during the ten-year period will be

(A) $9,000 (B) $27,000 (C) $90,000
(D) $270,000 (E) $900,000

In order to answer this question, you need to refer to the section of the passage that describes the location in the Brownville Shopping Center. In that section of the passage you are told that the planned building is 9,000 square feet and that the rent would be $3.00 a year per square foot. The number of square feet times the cost per square foot, 9,000 × $3.00, equals $27,000 a year. Over a ten-year period, the amount of rent equals $270,000. The answer to this easy question is D.

SECTION IV: SELECTED EXPLANATIONS

7. If the cost per pear differs from the cost per apple, what is the cost of 1 apple?

(1) The total cost of 3 apples and 5 pears is 46 cents.
(2) The total cost of 1 apple and 3 pears is 22 cents.

From the information given in (1) and (2) separately, it is clear that neither statement alone gives the information needed to determine the cost of 1 apple. Therefore, the correct answer must be either C or E depending on whether (1) and (2) together are sufficient. From (1) you can set up the equation $3x + 5y = 46$, and from (2) you can set up another equation $x + 3y = 22$. These two equations can be solved simultaneously for a unique solution, and therefore the correct answer to this easy question is C.

11. A club of 30 members held an election in which a majority (16 or more) of the votes was needed to elect a candidate. Every member voted once and only three persons received votes. Did John receive a majority?

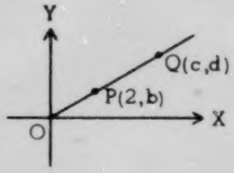
(1) John received at least 10 votes more than either of his opponents.
(2) Neither of John's opponents received more than 7 votes.

It is necessary to determine whether John received at least 16 votes from the total of 30 votes that were distributed among the 3 candidates. From (1) you know that John received at least 16 votes because if he had received fewer than 16, each of his opponents, who received 10 fewer votes, would have received fewer than 6 votes and $16 + 6 + 6$ is not equal to 30. Therefore John must have received at least 16 votes, and (1) is sufficient. Thus the answer must be either A or D depending on whether (2) is sufficient. From (2) alone you see that the total number of votes received by the 2 opponents combined was not greater than 14. So John received at least 16 votes and (2) is also sufficient. The correct answer to this easy question is D.

13. Did Newberry School have a budget surplus for year X?

(1) Expenditures for salaries and supplies comprised 75 per cent of total expenses and were equal to school income from local taxes.
(2) Federal grants to the school comprised 30 per cent of the total school income.

It is clear that (1) alone does not give enough information to determine whether there was a budget surplus. Thus the correct answer is either B or C or E. From statement (2), again it is clear that knowing the per cent of federal grants that comprised total income is not sufficient information. Thus the correct answer is either C or E. If you then consider information in (1) and (2) together, you see that total income consists of federal grants (30 per cent) and income from local taxes and possible other sources (70 per cent) and that of this 70 per cent of total income, the portion received from local taxes equals 75 per cent of total expenditures. Therefore, 70 per cent of total income is equal to 75 per cent of total expenditures plus other possible income and must be greater than or equal to 75 per cent of total expenditures. Therefore, income exceeds expenditures and the correct answer to this question is C. This question is of average difficulty.



20. If line OPQ is in the position shown above, what is the value of b?

(1) OP = $\sqrt{5}$
(2) cd = 8

The figure tells us that the x-coordinate of point P is 2 and we must determine the y-coordinate of that point. From (1) you know the distance from P to the origin. Since there is only one point with x-coordinate 2 at a given distance from the origin, (1) is sufficient and the answer is either A or D. Since the information in (2) does not determine the value of either c or d, (2) alone is not sufficient. Thus A is the correct answer to this question of average difficulty.

22. A druggist makes a profit of 30 percent on a certain medicine that he sells under the brand name and a profit of 20 per cent on an equivalent medicine that he sells under its generic name. From which of the two categories of sales does the druggist make the greater profit in a week?

(1) He sells 55 per cent more of the medicine under its generic name.
(2) He pays a higher wholesale price for the medicine with the brand name.

Even though statement (1) states that 55 per cent more medicine is sold by the druggist under its generic name, there is no indication that the druggist buys the two medicines for the same cost. Therefore, (1) is not sufficient, so the answer is either B or C or E. While (2) gives the information that the price of medicine under the brand name is higher, you cannot determine which profit is greater without knowing the relative cost of the two medicines. Thus E is the correct answer to this moderately difficult question.

24. N and k are positive integers such that 12,345,679 + N = 11 × 10^k. What is the number N?

(1) The units' digit in N is 1.
(2) N is an eight-digit number.

From (1) it is clear that not enough information about N is supplied. That is, knowing that the units' digit in N is 1 does not give any information about the magnitude of 11 × 10^k. Thus the correct answer is either B or C or E. However, statement (2) is sufficient since you now know that N is 8 digits. That is, the number 12,345,679 added to an 8-digit number implies that 11 × 10^k equals 11 × 10^7 or 110,000,000, and the number N can be found. The correct answer to this difficult question is B.

28. If r, s, t, and u are nonzero real numbers, is $\left(-\frac{7r^3s^4}{t^2u^3}\right)^3$ positive?

(1) s = −7 and t = −7
(2) r = −2 and u = 3

Since (1) gives only the values of the variables that are raised to even powers, it is not sufficient to determine if the expression is positive. Thus the answer is either B or C or E. However, the values of the variables raised to odd powers are given in (2) and this is the information that is needed. Thus B is the answer to this moderately difficult question.

SECTION V: SELECTED EXPLANATIONS

4. $\underset{A}{\underline{\text{Early in this century}}}$ **the Chicago "Defender," a black newspaper circulated in southern towns by railroad workers,** $\underset{B}{\underline{\text{carried}}}$ $\underset{C}{\underline{\text{tempting}}}$ **help-wanted ads** $\underset{D}{\underline{\text{placed by}}}$ **northern industries.** $\underset{E}{\underline{\text{No error}}}$

In choice A, *Early in this century* correctly refers to the beginning of the twentieth century. In B, *carried* has the correct time-reference and is corrected used with *ads*. In C, *tempting* properly describes the whole phrase *help-wanted ads* from the point of view of the readers. In D, *placed by* properly follows *ads; which were* is not required before *placed*. Therefore, the sentence is correct as it stands, and E is the answer. This is a moderately easy question.

5. West European countries $\underset{A}{\underline{\text{normally}}}$ **devote** $\underset{B}{\underline{\text{between}}}$ **twenty per cent and twenty-five per cent of their national product** $\underset{C}{\underline{\text{in}}}$ **fixed investment, but the proportion in Britain has been consistently below twenty per cent** $\underset{D}{\underline{\text{ever since}}}$ **the war.** $\underset{E}{\underline{\text{No error}}}$

The error in this sentence is at choice C. The appropriate preposition to go with the verb *devote* is *to,* not *in. In* would be used correctly in such a phrase as *invest in*. Therefore, *in* should be replaced by *to.* This question is of moderate difficulty.

10. Cranberry bogs are shallow basins, dammed $\underset{A}{\underline{\text{on all sides}}}$ **so that streams** $\underset{B}{\underline{\text{can fill it}}}$ **in late autumn and** $\underset{C}{\underline{\text{thus keep}}}$ **cold winter winds** $\underset{D}{\underline{\text{from drying out}}}$ **the vines.** $\underset{E}{\underline{\text{No error}}}$

The error in this sentence is at choice B, where *it* incorrectly refers to the plural *basins*. A pronoun referring to a plural must also be plural, and *it* should be changed to *them*. This question is of moderate difficulty.

11. The council discussed the question of if the borough and
A
the township should meet together to develop a unified
B C D
school district. No error
E

The error in this sentence is at choice A. The word *if* cannot be used after *question of*, a phrase that requires *whether*. Therefore, *if* should be replaced by *whether*. In C, *meet together* is not wrong because redundant; a contrast with separate meetings in the borough and in the township is implied. This is an easy question.

19. Dickens was shocked by poverty and squalor he saw
A
when he visited New York on his lecture tour in 1842.
B C D
No error
E

The error in this sentence is at choice A. Since *poverty and squalor* is followed by *he saw*, the phrase does not refer to poverty and squalor in general but to the specific poverty and squalor Dickens saw. Therefore *poverty* should be preceded by *the*. This is a moderately difficult question.

21. The personnel director conveys the feeling that he is a
A B
person to whom employees can turn to when they face
(B) C D
problems on the job. No error
E

The error in this sentence is at choice C; *to* should be omitted, since it is already present before *whom*. If the preceding words had been *a person employees can*, then *to* would have been necessary after *turn*, but that was not the case. This is a very difficult question.

23. The incidence of neurotic behavior in both the middle and
A B
upper classes are within the same general range of fre-
C D
quency. No error
E

The error in this sentence is at choice C. Here *are*, a plural verb, is incorrectly used with the singular subject, *incidence*. If the subject is singular, the verb must also be singular. Therefore, *are* should be replaced by *is*. This question is of moderate difficulty.

SECTION VI: SELECTED EXPLANATIONS

1. Continuation of the demand for calendars with color reproductions of famous paintings

The decision-makers are trying to decide which alternative would best solve the problem of how to arrange for the printing of their calendars. However, it is only because the decision-makers believe that there will be a continued demand for their product that they proceed to determine which alternative offers them the best way of printing their calendars. In other words, the continued demand is accepted by the decision-makers as true, without question or explanation. The answer to this easy question is therefore D, because it is supposition that the decision-makers make before they evaluate the alternatives.

2. Cost of producing fiscal year calendars

As stated in the explanation of question 1, the point of reference should always be the decision that must be made. The cost of producing the fiscal year calendars is not relevant to Masterpiece Calendars' decision, since the cost of producing fiscal year calendars does not influence the decision-makers. Note that Susan Byzek, one of the decision-makers, wants to purchase machinery from Quality Printing; she supports her view by pointing out to the other decision-makers that the purchase of machinery from Quality Printing would allow Masterpiece Calendars to produce fiscal year calendars. Although the number of different types of calendars that could be produced if the machinery is purchased from Quality Printing is a minor factor, the cost of producing these calendars is not being considered. The answer to this easy question is E.

6. Quality and size of the color reproductions each source can produce

The quality and size of the color reproductions that each source can produce is a major factor, one that happens to affect two objectives, maintaining the company's reputation for quality and selecting an alternative that would allow Masterpiece Calendars to produce poster-sized reproductions. The answer to this easy question is B.

12. Cost of hiring a printer for poster-sized color reproductions if Masterpiece Calendars chooses Ohio Tool's equipment

As the decision-makers evaluate the alternatives, they reveal that the cost involved in the utilization of each alternative is of major importance. The cost of hiring a printer for poster-sized reproductions if Masterpiece Calendars chooses Ohio Tool's equipment is a minor factor because it affects the overall cost of producing products if Ohio Tool's equipment is purchased. The answer to this question of medium difficulty is C.

14. Purchase of Quality Printing by a multinational corporation

The purchase of Quality Printing by a multinational corporation is not relevant to the selection of the best method for having the calendars printed. Although the purchase of Quality Printing by a multinational corporation makes it necessary for Masterpiece Calendars to have to make a decision, the fact that Quality Printing has been sold does not directly influence the decision itself; in other words, the purchase of Quality Printing is not an objective, since it is not something that the decision-makers seek; it is not a factor, since it does not make any of the alternatives more or less attractive to the decision-makers; and it is not a projection made by the decision-makers that affects the selection of the best method of having the calendars printed. The answer to this question of moderate difficulty is E.

15. Avoidance of any delay in having Masterpiece Calendars' products available when customers want them

The decision-makers want to select the best method for printing the calendars and, as Bartolini stresses when the meeting opens, they want to arrive at a decision quickly enough to ensure that an adequate supply of quality color reproductions for next year's calendars will be available. The avoidance of any delay in having Masterpiece Calendars' products available when customers want them is therefore one of the major objectives, and the answer to this fairly difficult question is A.

19. If Masterpiece Calendars decides to print its own color reproductions and buys Quality Printing's equipment, which of the following does NOT represent an advantage to Masterpiece Calendars?

(A) Masterpiece Calendars' investment in the production of its own color reproductions
(B) The possible increase in quality of the color reproductions
(C) Masterpiece Calendars' increased capacity to diversify its product line
(D) Masterpiece Calendars' increased ability to monitor the accuracy of the printing of its color reproductions
(E) The reduction in the amount paid by Masterpiece Calendars for the work of other companies

Answering this question requires careful consideration of the statements made by Susan Byzek; read each answer choice carefully before deciding on the right answer. A, Masterpiece Calendars' investment, is not in itself an advantage. Byzek states that the investment would equal $79,000, and she also suggests that Masterpiece Calendars would have to borrow some of that money and thus pay interest to the bank. The other options (increased quality, increased capacity, increased ability to monitor the accuracy, and a reduction in the amount paid to other companies) are potential advantages. The answer to this very difficult question is A.

ADELPHI UNIVERSITY

GARDEN CITY, NEW YORK

The Schools of Business of Adelphi University consist of the School of Business Administration and the School of Banking and Money Management. The former offers curricula that lead to the Master of Business Administration (M.B.A) and the Master of Science (M.S.) in accounting, and the latter offers curricula that lead to the Master of Science in banking and money management.

PROGRAMS OF STUDY

The Master of Business Administration degree program consists of a maximum of 51 credits and a minimum of 39 credits. This flexibility is intended to accommodate students with varied academic backgrounds, including those who have earned an advanced degree and are considering a graduate business degree. Concentrations may be pursued in 14 areas of study: accounting, banking and financial markets, business economics, corporate finance and investments, hospital and health care management, international business, logistics, management, management of the arts, marketing, organizational behavior, personnel administration and human resource development and management, public management, and taxation.

The M.B.A. program is being offered on five commuter railroad lines, on selected morning and evening trains, and at eight locations in Nassau, Queens, and Suffolk counties.

A 30-credit Master of Science degree program in accounting is designed to prepare students for careers in public and private accounting. Successful completion of the program reduces New York State's C.P.A. work experience requirement to one year.

The M.B.A./C.P.A. program is designed for students without prior accounting knowledge who desire to obtain C.P.A. certification within the context of a graduate M.B.A. program. Completion of this program also reduces the state's C.P.A. work experience requirement to one year.

The Master of Science degree program in banking and money management consists of a maximum of 48 credits and a minimum of 36 credits. The number of credits required depends upon the academic background of the student. The program is designed to provide a thorough understanding of significant banking and monetary problems, issues and challenges, including technical aspects of the operation of financial institutions and markets. Courses cover financial aspects of commercial and Federal Reserve banking, savings banks, savings and loan associations, mutual funds, and others.

Courses for all programs offered on campus are scheduled in the late afternoon and evening. Off-campus courses are given during the evening hours.

ADMISSION

Admission to all degree programs is open to those students who have completed an undergraduate degree at an accredited college or university and who demonstrate the maturity and intellectual ability to participate in a rigorous academic program. No specific courses are required for admission. Students applying for the M.S. in accounting should have undergraduate accounting preparation.

Among the factors considered are the individual's accomplishments in his previous academic work, the quality of the institutions attended, the academic discipline studied, and the score on the Graduate Management Admission Test (GMAT).

To apply for admission, students are required to submit an application, official transcripts from institutions previously attended, and the Graduate Management Admission Test scores (GMAT). Foreign students whose native language is not English are required to take the Test of English as a Foreign Language (TOEFL) and file a financial affidavit. Prospective foreign students are encouraged to submit their credentials by the following dates: fall term, June 30; spring term, November 1; summer term, April 1. All other applicants should forward their credentials early enough for an admission decision and to insure appropriate guidance in course selection. August 15 is the deadline for the fall term; December 15 for the spring term; and May 15 for the summer term.

EXPENSES

The cost of tuition is $145 per credit; the application fee is $20; and the university fee for full-time students is $85. Tuition and fees are subject to change.

FINANCIAL ASSISTANCE

Graduate assistantships are awarded to exceptional students on the basis of their undergraduate grade-point average, GMAT scores, and professional experience. Assistants are expected to work 20 hours per week in academically related areas and receive full tuition remission.

PLACEMENT

The Schools of Business, in conjunction with the University Placement Office, offer a career planning and referral service to all students and alumni interested in obtaining employment. Assistance is given in securing career information, writing resumes, cover-letter preparation, interviewing techniques, and planning job campaigns.

CORRESPONDENCE

For additional information, write or call

Office of the Dean
Schools of Business
Adelphi University
Garden City, New York 11530
Telephone: 516-294-8700, extension 7453

ALABAMA A&M UNIVERSITY

NORMAL, ALABAMA

The Master of Business Administration (M.B.A.) program was initiated on February 1, 1970, by Alabama A&M University, School of Business, with the support and cooperation of the Pennsylvania State University, College of Business Administration. In a progressive and rapidly changing society, there is an increasing and compelling need for graduate training in business. The necessity for graduate training in business in North Alabama has been clearly evidenced by the tremendous growth that this program has experienced since its inception. The school currently enrolls 200 students who work closely with the 20 teaching faculty in an integrated program.

PROGRAM OF STUDY

The Master of Business Administration program prepares men and women for responsible managerial positions. Adequate preparation for such positions requires a broad understanding of business and organizational problems, an in-depth knowledge of effective methods of solving them, and a subtlety of mind in the cognition and solution of problems. The program is designed to provide the student with the knowledge and understanding that comes from a moderate concentration of organizational or administrative activity which will ultimately prepare men and women for responsible administrative positions in business, industry, government, and other organizations.

The M.B.A. degree program is divided into three major graduate sections: graduate core, electives, and capstone. (Business 500-level courses are set up for students with no business background as preliminary core courses.) The program consists of a minimum of 36 semester hours of graduate-level courses. The graduate core is 27 semester hours which is the mainstay of the common body of knowledge. Electives are taken from one of four areas: accounting, finance, general business administration, management, marketing, or information systems; candidates may choose two courses from any of these areas. Capstone is the final or summary course designed to integrate the fields of accounting, economics, finance, management, marketing, and production theory in order to determine a functional interaction for decision making. On completion of the course work, every student has to pass a written comprehensive examination based on the graduate core courses. Classes for the M.B.A. program meet from 4:00 until 10:00 p.m. four days a week. A full-time student could complete the program within one and one-half years' time.

ADMISSION

Any person who holds a bachelor's degree, or its equivalent, from an accredited college or university may enter the program, regardless of the undergraduate field of study. An applicant for admission should understand that graduate study is much more demanding than undergraduate work. Graduate study operates at a more professional level and places more emphasis on student responsibility. To be considered for regular admission, applicants to the M.B.A. program are required to have a grade-point average of 2.5 or better of a possible 4.0, or 1.5 of a possible 3.0 grade-point average. The attainment of this grade-point average, however, is not a guarantee of admission to the graduate program in business. Each applicant's complete set of credentials, including grade-point average, trend of grades, Graduate Management Admission Test (GMAT) score, and employment history, if any, are considered in making admission decisions.

EXPENSES

Estimated expenses for a 12-month period (1980-81) are as follows:

	Married Student	*Single Student*
Tuition		
Fall and spring, $45 per hour for 12 hours	$1,080.00	$1,080.00
Summer program (10 hours)	275.00	275.00
Registration fee		
Fall and spring	10.00	10.00
Summer program	5.00	5.00
Estimated cost for books for fall, spring, and summer	715.00	715.00
Other fees	217.00	217.00
Maintenance cost (rent, utilities, food, clothing, recreation, transportation, medical and dental expenses)	7,920.84	4,675.56
Total	$10,222.84	$6,977.56

FINANCIAL ASSISTANCE

There are a limited number of graduate assistantships, research assistantships, and other financial aid available for an M.B.A. student through the Office of Graduate Studies and the Financial Aid Office of the university. Students are advised to contact the above mentioned offices directly.

PLACEMENT

The university conducts an active placement service for its graduates. The demand for the school's graduates far exceeds the available supply, and a substantial number of both regional and national companies recruit at the school. The character of the opportunities available and the salary levels offered graduates are commensurate with the high standards and intensive work requirements of the program.

CORRESPONDENCE

For additional information, please write or call

Dean of the School of Graduate Studies or
Dean of the School of Business
Alabama A&M University
Normal, Alabama 35762
Telephone: 205-859-7302 or 859-7230
or
Director of the M.B.A. Program
Alabama A&M University
Normal, Alabama 35762
Telephone: 205-859-7221

AMERICAN GRADUATE SCHOOL OF INTERNATIONAL MANAGEMENT

GLENDALE, ARIZONA

Situated in Glendale, Arizona, which is adjacent to Phoenix, American Graduate School of International Management (AGSIM) was founded in 1946 under the name of American Institute for Foreign Trade. Later it was known as Thunderbird Graduate School of International Management. A private, nonprofit institution, the school is accredited by the North Central Association. Enrollment is limited to approximately 900 students per semester. Foreign students from over 50 countries account for a fourth of the enrollment. The faculty-student ratio is approximately 1 to 13.

AGSIM continues its role as the premier graduate management school in the United States devoted exclusively to educating men and women for international careers. Its principal objectives are to provide an academically sound and pragmatically relevant master's degree program in international management to a new generation of global executives, and to foster international understanding by developing constructive, sympathetic, and mutually satisfactory business and cultural relations among peoples of the world.

PROGRAMS OF STUDY

The Master of International Management degree (M.I.M.) is awarded after the successful completion of 48 semester hours of work, usually requiring 3 terms in residence. Within this framework, there are minimum requirements for three academic departments.

- *Department of Modern Languages*—All students are expected to achieve fair conversational proficiency, as well as functional reading ability, in one of the languages taught at the school, in addition to their native language. English as a second language, Spanish, French, German, Brazilian Portuguese, Mandarin Chinese, Japanese, and Arabic are currently offered. This requirement can be waived in part or in whole upon examination by the department to determine the level of the student's proficiency obtained prior to admission. The audio-lingual system of instruction is employed.
- *Department of International Studies*—Students are required to take at least nine semester hours of work, concentrating in a major world area (Latin America, Western Europe, Far East, Africa, Middle East) or on global issues. Students who have developed proficiency in one or more fields may petition for a partial waiver of the requirements.
- *Department of World Business*—Students are required to take the basic principles of the following subjects: accounting, marketing, management, statistics, and micro-macroeconomics. They are also required to take 12 hours of 400-500-level instruction. Waivers of 300-level courses are granted based on prior education.

Students meeting the minimum requirements of each department can then choose from a wide range of advanced courses in international and area studies, international banking, finance, commerce, and so forth. A total of 48 hours of study is required of all students, regardless of the number of elective hours resulting from waivers. Six hours of graduate study may be accepted in transfer.

In addition, through INTERCOM, American Graduate School offers nondegree executive development programs for persons involved in or entering international management. These programs include intensive training in languages, cross-cultural communications, socio-economic issues, and international business transactions. Courses are scheduled to suit the convenience of the students or their sponsoring company or agency.

ADMISSION

Students can enter in January, June, or August and are encouraged to apply at least six months ahead of the term for which consideration is requested. Matriculants must hold at least the equivalent of an American bachelor's degree from a recognized institution of higher education. The basic criteria for admission consideration are undergraduate grades (preferably 3.0 or higher in last two years), scores on the Graduate Management Admission Test (GMAT), letters of recommendation, and extracurricular and job experience.

EXPENSES

An application fee of $40 is required of all applicants. Tuition and student fees for a regular semester are $2,265 and for a summer session $1,578. Books and supplies cost about $200 per term. Students who room on campus (approximately half) must also board on campus. Total cost for room and board averages $930 per single person per regular semester and $655 for a summer session.

FINANCIAL ASSISTANCE

Around 20 assistantships and scholarships are available each term for applicants having better than a 3.5 undergraduate grade-point average and a GMAT score of at least 500. With rare exception, these grants cover tuition only, for the entering term only, without continuance. Smaller grants are available for a limited number of continuing students who have high scholastic averages and who are active in campus activities.

PLACEMENT

The school operates a Career Services Center for both students and alumni that is visited yearly by recruiters representing nearly 300 national and international organizations.

CORRESPONDENCE

Requests for further information and application forms should be addressed to

Dean of Admissions
American Graduate School of International Management
Glendale, Arizona 85306

AMERICAN INTERNATIONAL COLLEGE

SPRINGFIELD, MASSACHUSETTS

American International College (AIC) is located in Springfield, Massachusetts, a city of 170,000 persons. The college, founded in 1885, is a medium-sized, accredited coeducational institution with more than 12,000 alumni. Enrollment currently approximates 2,500 with 1,600 full-time undergraduates and another 900 graduate and part-time students. AIC offers programs leading to undergraduate and graduate degrees in the Schools of Arts and Sciences, Psychology and Education, and the Division of Nursing, as well as the School of Business Administration. Since 1954, the School of Business Administration has offered a graduate program designed to meet the needs of students seeking academic preparation for middle- and upper-level management positions in profit and nonprofit organizations.

PROGRAM OF STUDY

At American International College students can earn a Master of Business Administration (M.B.A.) degree on either a full- or part-time basis. Both day and evening programs are offered and have the same academic standards and requirements. M.B.A. courses are taught year round, during day and evening, which allows students to accelerate their progress. The M.B.A. program consists of 18 courses or 54 semester hours; 15 courses are required and 3 are elected. A full-time student taking a minimum of 4 courses (12 credit hours) per semester can complete degree requirements in 4 semesters or 18 months. Students with undergraduate degrees in business may receive advanced-standing credit for up to 6 courses (18 hours) and complete their studies in 3 semesters or one calendar year. Students with undergraduate degrees in majors other than business usually take all 18 courses, although waivers may be granted on an individual basis.

The M.B.A. program will help students learn how to assess and take charge of situations, ask the right questions, and understand the economic, functional, behavioral, legal, ethical, and quantitative aspects of business. Since quantitative analysis is restricted to a minimum in the required core courses, students can select a greater concentration in the more behavioral aspects of business. But for those who excel in mathematics, there are ample elective courses from which to choose. Undergraduate work in liberal arts, science, education, engineering, or business, for example, can be strengthened through M.B.A. core courses and individually selected electives.

ADMISSION

Qualified men and women with bachelor's degrees from accredited colleges and universities will be considered for admission. Admission criteria consist of an evaluation of undergraduate transcripts, personal references, Graduate Management Admission Test (GMAT) scores, and work experience. If the applicant's native language is not English, proof of scores on the Test of English as a Foreign Language (TOEFL) must also be supplied.

EXPENSES

Tuition is $102 per credit hour, or $306 per course. Tuition rates are the same for all students, irrespective of residency. The estimated cost of living for a full-time resident is approximately $2,650 per semester. This includes tuition, room and board, books, and personal expenditures.

FINANCIAL ASSISTANCE

Graduate students with demonstrated financial need may apply for aid from the National Direct Student Loan Program or the College Work-Study Program. Veterans Administration benefits are also available. Many corporations will help employees continue their education; prospective students should check with their company personnel office for details.

PLACEMENT

Personnel recruiters from private industry and government conduct job interviews in the college's Placement and Career Development Office throughout the academic year.

CORRESPONDENCE

For further information, write or call

Dr. Albert J. Sargent, Dean
School of Business Administration
American International College
170 Wilbraham Road
Springfield, Massachusetts 01109
Telephone: 413-737-7000

The Kogod College of Business Administration

THE AMERICAN UNIVERSITY

WASHINGTON, D.C.

The College of Business Administration offers programs of graduate study leading to the Master of Business Administration (M.B.A.) and Master of Science (M.S.) degrees in various specialized fields of interest. All programs are available on a full-or part-time basis. Although a Ph.D. in business is offered, no applications are currently being accepted. M.B.A. and M.S. degree candidates totaled approximately 400 in the fall 1980 session. An additional 200 students were enrolled in nondegree status as part of a strong continuing education program at The American University. Executives from business and government organizations form a substantial portion of the student body. The college is a member of the Middle Atlantic Association of Colleges of Business Administration and the American Assembly of Collegiate Schools of Business.

The campus is located in a quiet suburban environment just off Washington's "Embassy Row" and 15 minutes from the White House. Washington offers unique opportunities for research because of many highly specialized libraries and data sources. Most large businesses, unions, trade associations, and professional associations maintain large offices in the city. These offices are particularly interested in supplying information as part of their business-government liaison activities.

PROGRAMS OF STUDY

The M.B.A. program is in the tradition of the nation's top schools, has exacting entrance standards, and presents a demanding challenge for students. The program is designed for individuals motivated toward high-level positions in large organizations, both private and public. Graduates are expected to have acquired a broad understanding of the wide responsibilities of a high-level manager. All graduates are required to demonstrate knowledge of a core area which includes accounting, finance, marketing, statistics, quantitative methods, international business, economics, human factors, and organization. The program consists of 13 core courses, 4 courses in the area of concentration, and 3 elective courses. Areas of concentration include accounting, business-government relations, finance, international business, managerial economics, marketing, operations analysis, personnel and industrial relations, procurement, acquisition and grants management, and real estate and urban development. Special areas of concentration may also be arranged. For most M.B.A. candidates, 20 graduate courses will be required (60 semester hours).

For recent outstanding graduates of undergraduate business programs, whether at business schools or departments of economics, a special option program makes it possible for students to complete work for the M.B.A. degree in a minimum of 36 semester hours. Requirements for consideration include a bachelor's degree in business from a regionally accredited university with a grade-point average of at least 3.0 (on a 4.0 scale) for all undergraduate work, a 3.4 grade-point average for all business and economics courses, a score of at least 525 on the Graduate Management Admission Test (GMAT), and completion of the "common body of knowledge" in the undergraduate curriculum.

The College of Business Administration recognizes the growing demand for programs that provide advanced study in specialized areas of professional business management. The Master of Science program has been created for students who have this specific need. The M.S. is awarded in accounting; business-government relations; finance; health/fitness management; international business; marketing; operations analysis; personnel and industrial relations; procurement, acquisitions, and grants management; real estate and urban development; and taxation. Depending on a student's educational and professional background, the M.S. programs (except accounting) require between 30 and 36 semester hours. In the accounting program, required course work ranges from 30 to 51 semester hours.

ADMISSION

Students can enter in the spring, summer, or fall. Basic criteria for admission to all degree programs are a bachelor's degree from a regionally accredited institution with a grade-point average of 3.0 in the final two years, an acceptable GMAT score, and letters of recommendation. Extracurricular activities and job experience are also considered.

EXPENSES

Tuition for the 1980-81 academic year was $162 per credit hour.

FINANCIAL ASSISTANCE

Graduate scholarships, assistantships, and loan funds are available. Applications must be received not later than February 1 for scholarships and assistantships and April 1 for loans. Opportunities for part-time employment are plentiful.

PLACEMENT

The university's Career Planning and Placement Center provides assistance to students in all phases of career planning, that is, resume preparation, interview techniques, and job strategy. Assistance in obtaining interviews with employers is provided both on and off campus. The College of Business Administration provides assistance for part-time jobs, internships, and summer employment.

CORRESPONDENCE

Catalogs and application forms may be obtained from
Kogod College of Business Administration
Office of Program Development
The American University
Washington, D.C. 20016
Telephone: 202-686-2105

John A. Walker College of Business

APPALACHIAN STATE UNIVERSITY

BOONE, NORTH CAROLINA

Appalachian State University is one of the 16 constituent members of the University of North Carolina system. Appalachian enrolls some 10,000 students. The John A. Walker College of Business has 1,500 undergraduates and about 100 graduate students. Appalachian State University is located in Boone, North Carolina. The area is among the most popular year-round living-vacation areas in the East. Boone, at 3,333 feet, is located in the heart of the Blue Ridge of the Appalachian Mountains. The Blue Ridge Parkway is six miles from campus. The average summer temperature is 69 degrees; daytime highs average in the low-to-middle 70's. Mount Mitchell, the highest point in the eastern United States, is some 40 miles away.

PROGRAMS OF STUDY

The Master of Business Administration (M.B.A.) program at Appalachian State University provides a curriculum offering professional training for executive positions in business, industry, and government. The degree also prepares students for doctoral study leading to careers in teaching and research. The program is both for those who hold baccalaureate degrees in business administration and for those who have earned degrees in other disciplines.

For students with satisfactory undergraduate preparation in business, the M.B.A. program consists of a minimum of 36 semester hours of advanced course work. A minimum of 12 months is needed to complete the program. For students without adequate undergraduate preparation in business, undergraduate prerequisite courses must be completed. The student should be able to complete these prerequisites in 12 months or less.

The 36-semester-hour program includes 24 semester hours of required courses in quantitative methods, research, economics, finance, accounting, marketing, and management, with the remaining 12 semester hours to be chosen as approved electives.

Three additional programs of study are also offered: the Master of Science in accounting, the Master of Arts in economics and business with a major in business teacher education, and options in either secondary teaching or two-year college teaching, and a Master of Arts in economics. All programs require a minimum of 36 semester hours, except the M.S. in accounting which requires a minimum of 30 semester hours. All programs require a background in the proposed field of study. No foreign language is required for any program.

ADMISSION

Admission is open to all qualified men and women who hold a bachelor's degree from an accredited undergraduate institution. Previous academic work, employment experience, and motivation for professional graduate work are given very careful consideration. A personal interview is not required, but applicants with particular questions are encouraged to visit the school. All applications are processed on a continuous basis in order of receipt; therefore, they should be submitted as early as possible.

Applications are accepted at any time; however, entry in the fall semester minimizes scheduling problems. Applications for fall entry and all supporting documents should be received by August 1. The application must include an official score report on the Graduate Management Admission Test (GMAT). For regular admission, the applicant should have 450 or better on the GMAT and a 2.5 (4.0 scale) or better undergraduate grade-point average. An admissions formula is used so that a higher score on one index may compensate for a lower score on another.

EXPENSES

Tuition for full-time graduate students is $299.25 per semester for in-state students and $1,154.75 per semester for out-of-state students. Part-time students who register for one to seven hours pay $15 per semester hour for in-state students and $90 per semester for out-of-state students. Fees are subject to change.

Appalachian State University maintains 14 residence halls providing housing for some 4,000 students. In addition, the university provides apartment living in the Mountaineer Apartment complex, consisting of 90 apartment units available to both married and single upperclass students on a first-come, first-served basis. A descriptive brochure and application can be obtained from the Appalachian State University Office of Housing Operations.

FINANCIAL ASSISTANCE

A number of assistantships are available upon recommendation of one of the four departments in the College of Business. These appointments require service to the departments in teaching, research assistance, or other assigned duties. Stipends for assistantships range from $1,500 to $2,500 for nine months, with a typical stipend of $2,400. Some scholarship funds are also available. Application for financial aid should be made by a letter to the Graduate Coordinator, College of Business. Preference is given to those applicants with high academic standing. Appointments are generally made by July 15. Part-time employment opportunities are available.

CORRESPONDENCE

For application, catalog, or further information, please write or call

Graduate Coordinator
John A. Walker College of Business
Appalachian State University
Boone, North Carolina 28608
Telephone: 704-262-2148

ARIZONA STATE UNIVERSITY

TEMPE, ARIZONA

Arizona State University has a resident enrollment of more than 37,000. The College of Business Administration enrolls approximately 8,000 undergraduate and 1,800 graduate students per semester. Instruction in the College of Business Administration is provided by 225 full-time faculty members. Both the undergraduate and graduate programs in business administration are accredited by the American Assembly of Collegiate Schools of Business.

University-operated housing facilities are available for single students. Many privately owned apartment complexes are located near the campus.

PROGRAMS OF STUDY

The Master of Business Administration (M.B.A.) degree curriculum has both breadth and flexibility. Students with undergraduate backgrounds in general education or engineering, as well as business administration, are admitted.

The M.B.A. curriculum is divided into two sections. The basic program consisting of 21 hours of course work is required of all students who have not previously earned academic credit in specified business study areas (accounting, economics, finance, business law, management, marketing, and statistics). A minimum of 36 semester hours is required for the advanced program. A student who has met the requirements of the basic program may be admitted directly into the advanced program and may complete requirements for the degree in one calendar year.

The Master of Accountancy degree is provided for those students who wish to obtain professional competency in accounting theory and practice. It is designed to meet the needs of men and women preparing for positions in public accounting, managerial accounting, governmental agencies, and college and university teaching. A student must meet all regular requirements for admission plus a minimum of 18 hours of prerequisite courses in elementary, intermediate, advanced, cost, and income tax accounting. The professional program of study requires 30 hours of accounting and related courses, including either a research report or a thesis.

A Master of Health Services Administration program prepares individuals seeking careers as administrators of hospitals and health care organizations. The program consists of a minimum of 45 semester hours (15 hours of business administration, 24 hours of health services administration, and 6 hours of electives).

The Master of Science degree in economics is offered for those who desire careers as professional economists or who wish to take additional preparation for doctoral study. A minimum of 30 semester hours in economics is required with not less than 10 semester hours in the major sequence. A maximum of 9 semester hours of graduate courses in related fields may be applied toward the degree.

The Ph.D. in economics is designed to prepare graduates for public and private research positions. Areas of concentration are available in economic theory, urban and regional economics, monetary theory, manpower economics, and international and economic development.

The Doctor of Business Administration degree program prepares persons for teaching and research in institutions of higher learning and develops proficiency for effective service in a leadership capacity in either private business or government. This program provides a broad study of the interrelated areas of business administration and specialization in three fields.

A minimum of 30 semester hours of credit beyond the master's degree is required of all doctoral students, exclusive of the dissertation and the prerequisite business courses generally required by the AACSB for admission to graduate study in business. For most students, the program will consist of 36 to 45 semester hours, depending on academic background and the fields selected. Students must spend one academic year (summer sessions excluded) in full-time course work in residence.

ADMISSION

Applicants may be admitted to regular classification if they meet the following qualifications: (1) hold the baccalaureate or graduate degree from an accredited institution, and (2) have attained an average of B or better in all undergraduate work leading to the bachelor's degree, or an average of B – or better, plus other indications of probable success, such as a B average in the undergraduate major or a B average in the last two years of study.

All students applying for business administration programs are required to take the Graduate Management Admission Test (GMAT) before they may be admitted to the graduate program. Applicants for economics degree programs are to submit Graduate Record Examinations (GRE) scores. All applicants for doctoral degree programs must have three letters of recommendation. Applicants may register for courses at the beginning of either semester or either of the two summer sessions.

EXPENSES

Students classified as residents of Arizona who enroll for more than 6 semester hours of course work are subject to fees in the amount of $325 per semester. Students classified as nonresidents who register for 12 or more semester hours pay nonresident tuition and fees amounting to $1,295 per semester. Students registering for 6 hours or less pay $33 per semester hour.

FINANCIAL ASSISTANCE

Approximately 80 graduate assistantships and fellowships are available. These programs provide stipends of from $2,000 to $6,000 per academic year plus the waiver of nonresident tuition and require from 10 to 20 hours per week of service. Applications should be filed by February; selections are usually made during March and April.

PLACEMENT

The university Placement Center has a well-qualified, full-time staff that assists alumni and graduates in obtaining positions. Representatives of well-known firms schedule interviews regularly.

CORRESPONDENCE

For further information, write
Director of Graduate Studies
College of Business Administration
Arizona State University
Tempe, Arizona 85281

ARKANSAS STATE UNIVERSITY

STATE UNIVERSITY, ARKANSAS

The Master of Business Administration (M.B.A.) degree program at ASU provides a curriculum offering professional training for careers in business management. Emphasis in the course of study is on problem solving and decision making. The M.B.A., a professional degree program consisting of 30 semester hours, is designed to be completed in one calendar year by most students with an undergraduate major in business. For nonbusiness majors, the program can generally be completed in two years.

PROGRAM OF STUDY

All applicants must have completed the following foundation courses, or their equivalent, as a minimum. The student must be within 12 hours of completing the foundation courses before taking graduate courses.

Algebra for Business and Social Science
Principles of Economics I and II
Statistics
Business Communications
Legal Aspects of the Business Environment
Principles of Marketing
Fundamental Business Analysis
Principles of Accounting I and II
Introduction to Computer Data Processing
Principles of Management
Business Finance

The following graduate courses are required in the M.B.A. program:

Acct. 50023, Current Accounting Problems
Econ. 50333, Advanced Business Cycles and Forecasting
Fin. 50723, Advanced Management of Finance
Mgmt. 51423, Managerial Policies
Mktg.52023, Advanced Marketing Management
Mgmt. 51433, Decision Systems

The remaining 12 hours may be elected from graduate-level courses in business as approved by the student's advisor. A maximum of six semester hours may be elected from selected senior-level courses. A thesis is optional. A comprehensive written examination must be taken in the final enrollment period. An acceptable score on this examination is a requirement for the awarding of the degree.

ADMISSION

To establish admission with full qualifications to the M.B.A. program, applicants must submit a score on the Graduate Management Admission Test (GMAT). Entering M.B.A. students will be admitted with full qualifications if they have a total of at least 950 points based on the formula: 200 times the overall grade-point average plus the GMAT score; or at least 1000 points on the formula: 200 times the grade-point average on the last 60 hours plus the GMAT score.

EXPENSES

The registration fee for the fall or spring semester is $300 for Arkansas residents taking a full academic load (12 hours or more). Non-Arkansas residents pay $475. The registration fee for a five-week summer term is $140 for residents and $210 for nonresidents.

Students enrolled in fewer than 12 hours during a regular semester (or fewer than 6 hours during a five-week summer term) are classified as part-time students for fee payment. Part-time state residents pay $25 per credit hour, and part-time nonstate residents pay $40 per credit hour. (Fees are subject to change.)

FINANCIAL ASSISTANCE

A limited number of assistantships are available to well-qualified candidates. These require a 2.5 overall grade-point average plus a 2.75 on the last 60 hours, or a 3.0 on the major. Assistants must work 15 hours per week with professors in the College of Business Administration. The stipend is $3,065 for nine months. Summer assistantships are also available.

Part-time employment is also available for students not qualifying for an assistantship. This employment pays the student $5 per hour for 10 hours of work per week, which amounts to $1,800 for nine months.

Information concerning other financial aids, including loans, is available from the Financial Aid Office, Arkansas State University, State University, Arkansas 72467.

CORRESPONDENCE

For additional information on the program of study offered by the College of Business, please write or call

Graduate Advisor
College of Business
Arkansas State University
P.O. Drawer 2220
State University, Arkansas 72467
Telephone: 501-972-3416

ASHLAND COLLEGE

ASHLAND, OHIO

Ashland College was founded in 1878. It is independent, coeducational, and affiliated with the Brethren Church. Beautifully landscaped, the college has over 35 buildings most of which are new, contemporary, and functional. Ashland College has, from its beginning, blended professional education (particularly business administration, economics, and teacher education) with the liberal arts. Therefore, it was appropriate that it respond to the rapid rate of change in the method and environment of business by establishing a Master of Business Administration (M.B.A.) program in 1978. Over 200 students are enrolled.

PROGRAM OF STUDY

The Ashland College M.B.A., after several years of planning, was established as a two-year course of evening and Saturday study. The program is designed to provide a solid theoretical understanding while developing usable skills within the broad spectrum of management problems. As such, the emphasis in the program is not on the development of functional expertise areas such as accounting, production, marketing, and other specialized areas of business or economics. Rather, emphasis comes from the perspective of management, the executive's view of the organization—how functions interact and react to external pressures so that the organization can survive and meet its goals and objectives. The program is designed for middle and top management individuals, generally company-sponsored persons from Ohio firms. The program further provides opportunities for supervised in-company research on a specific problem and encourages the exchange of ideas, insights, and information among participants. Graduate studies include evening seminars with guest speakers from government, business, and academia. A total of 36 semester hours completed with a 3.0 cumulative grade-point average is required for the awarding of the Master of Business Administration degree. A program of study may be started in January, May, or September.

The program of graduate studies in business administration has been approved by the Ohio Board of Regents and accredited by the North Central Association of Colleges and Schools with the recommendation by the Examining Committee for approval.

ADMISSION

Selection is determined by the M.B.A. faculty and is based on academic achievement, business experience, future potential, score on the Graduate Management Admission Test (GMAT), and a personal interview with the M.B.A. Director or committee. All areas will be weighed carefully and evaluated in the context of the candidate's desire, personality, enthusiasm, and availability to meet the demanding class schedule.

Candidates can be any age but must demonstrate ability to do intensive graduate-level work. Those candidates with inadequate backgrounds in business administration will be required to correct their deficiencies through a combination of procedures which may include self-teaching texts with appropriate examination, undergraduate courses, "testing-out," and remedial study under the guidance of an appropriate faculty person. If necessary, a short course can be created for several prospective students to assure their performance capability. Specific requirements for M.B.A. admission are

- proof of graduation from an accredited undergraduate college or university,
- a cumulative grade-point average of 2.6 or above (4.0 system) in undergraduate work,
- an overall score of 450 or better on the GMAT,
- two letters of recommendation from former professors or other persons qualified to estimate the applicant's ability to pursue successfully a program of graduate study in business,
- compliance with minimum course requirements as outlined,
- evidence of employment.

All of the above factors will be considered in determining the eligibility of a candidate for admission. The M.B.A. program committee will treat these factors in a flexible manner; for example, a small deficiency in grade-point average may be overcome by a higher GMAT score or by professional attainment.

EXPENSES

For 1980-81

Tuition, per semester credit hour	$102
Audit and proficiency testing fee, per semester credit hour	51
Graduation fee (paid last semester prior to graduation)	25
Schedule change fee	5
Transcript fee	2
Late registration fee	10

All tuition, fees, and other charges are set by the college and subject to change.

FINANCIAL ASSISTANCE

Information concerning financial aid may be obtained through such agencies as the Veteran's Administration, from deferred bank loans, or by consulting the Ashland College financial aid director.

Also, some private companies will help subsidize the advanced continuing education of their employees through tuition refund and like programs. For information on such programs students should see the personnel officer at their respective places of employment.

M.B.A. students should also be aware that certain educational expenses are tax deductible.

PLACEMENT

A centralized placement service is available to all students and alumni of the college providing contact with representatives of large numbers of national and regional companies. The M.B.A. Director, the faculty, and the Placement Office work together in assisting students as requested.

CORRESPONDENCE

For additional information, please write or call

Director
Graduate Studies in Business Administration
Ashland College
Ashland, Ohio 44805
Telephone: 419-289-5164

ATLANTA UNIVERSITY

ATLANTA, GEORGIA

Atlanta University is composed of a group of graduate schools in arts and sciences, business administration, education, library studies, and social work with over 1,200 full-time students. It is located in attractive surroundings less than five minutes from downtown Atlanta, Georgia, a city of 450,000 that is rapidly expanding.

The university's Graduate School of Business, established in 1946, offers a two-year high-quality program of study designed to prepare qualified candidates for management careers in the public and private sectors both nationally and internationally. It is accredited by the American Assembly of Collegiate Schools of Business (AACSB) and has a full-time student enrollment of 400 from over 32 states and 12 foreign countries. Approximately 40 percent of the students enter with significant work experience. The school is housed in a three-story, air-conditioned building which is convenient to student parking and contains modern classrooms, computer facilities, and a reading center to facilitate a comprehensive learning environment for students. Dormitory facilities are available for single graduate students. Approved housing is available within the city in privately owned apartments. Bus and rapid rail service to the campus are convenient.

PROGRAM OF STUDY

The M.B.A. curriculum embodies a formal integrated sequence of courses that provides concentrations in accounting, economics, quantitative methods, finance, management, and marketing. Data processing applications are emphasized in each area of concentration. A concentration in international business will be implemented in fall 1981, and also one in management information systems. The program is open to students with bachelor's degrees in engineering, liberal arts, and sciences as well as business.

A minimum of 45 semester hours is required for completion of the M.B.A. program. A maximum of six credit hours may be transferred from an accredited graduate business program. An extensive evening program is offered for part-time students to further their education while maintaining full-time employment. Full-time students generally complete the program in four semesters, while evening students finish in six to eight semesters depending upon the availability of time.

During the first year, students participate in a comprehensive set of core courses intended to provide a broad foundation in basic managerial disciplines and functions. Emphasis is upon fundamental concepts and theories and the mastering of analytical techniques. The second year is devoted to advanced quantitative courses and electives. A minimum of 9 semester hours of elective courses in one discipline is required to acquire a concentration.

The background of the school's faculty reflects a healthy and diverse mixture of outstanding academic accomplishments and solid practical experience. The methods of instruction include case analysis and discussions, lectures, seminars, computer games, direct interface with firms, and other innovative teaching techniques designed to equip students with strong abilities in decision making. Clarity of both written and oral communications is emphasized. Each student has available a program of counseling and professional seminars to help build a career plan tailored to his or her career objectives.

ADMISSION

Students are admitted to either a fall semester beginning in early September or a spring semester beginning in early January. A summer term is available in June for students wishing to continue throughout the year. To be considered for admission, applicants must have obtained a bachelor's degree from a recognized institution of higher learning. Admission is based on scholastic achievement; GMAT scores; school, civic, and professional activities; letters of recommendation; and work experience. All foreign applicants whose native language is not English are required to perform acceptably on the Test of English as a Foreign Language (TOEFL).

Application forms and official transcripts from each undergraduate school attended and other supporting materials should be forwarded to the Office of the Registrar, Atlanta University. Applications are due June 1 for the fall semester, October 1 for the spring semester, and May 1 for the summer semester.

EXPENSES

Per year	*All students*
Nonrefundable application fee	$ 15
Tuition (30 semester hours at $90 per semester hour)	2,700
Room and board	1,400
Fees (matriculation, health services)	65
Laundry and incidentals	550
Books and supplies	350

FINANCIAL ASSISTANCE

Financial assistance is available to students from the university through graduate assistantships and direct student loans. The Business School provides a number of full scholarships through its Executive Management Scholarship Program (EMSP). Under this program full tuition benefits are given plus a stipend of $3,000 per year, based on academic excellence. A brochure on this scholarship program may be obtained by writing to the Coordinator of EMSP, School of Business. University financial assistance information may be obtained directly from the Office of Financial Aid. Deadline for applications is March 1.

PLACEMENT

The university maintains a placement office with a professional staff who interact with over 800 businesses, financial institutions, governmental agencies, and educational institutions for placement of its graduates. The business school operates its own program which places students in internship positions during the summer. The placement service of the school is rated as one of the most outstanding in the country.

CORRESPONDENCE

For further information, write or call

Dean, School of Business Administration
Atlanta University
Atlanta, Georgia 30314
Telephone: 404-681-0251, extension 151

AUBURN UNIVERSITY

AUBURN UNIVERSITY, ALABAMA

Auburn, Alabama's land-grant university, was founded over 100 years ago. The university is located on 1,900 acres of land in east-central Alabama near Columbus, Georgia, and Montgomery, Alabama. Of approximately 18,000 students on campus, about 2,700 are enrolled in the School of Business which was established in 1967. The school, although the youngest of the ten academic schools on campus, received an on-going graduate program in business and economics when it was developed from the Department of Business Administration and Economics. The present School of Business has four departments—management, marketing and transportation, economics, and accounting and finance. Physical facilities include two buildings in the center of the campus, a short distance from the Computer Center which is equipped with an IBM 370 model 155 computer. Terminal facilities also exist within the school. Of the 95 faculty members in the school, only those approved by the Graduate School work with graduate students.

PROGRAMS OF STUDY

The School of Business offers two business programs: the M.B.A. and the Master of Science in business. Within the M.B.A. program, one may also receive a concentration in accounting under certain conditions. In addition, an M.S. in economics degree and a Master of Arts in college teaching degree are offered by the Department of Economics. Details concerning departmental programs may be obtained upon request.

The M.B.A. program seeks to prepare students for managerial positions in both public and private firms and agencies and is open to students with undergraduate degrees in all areas. Foundation or prerequisite courses, if needed, are built into the program itself. The program consists of 32 quarter hours of accelerated foundation courses and 50 hours of advanced work (51 hours for accounting concentration). A thesis is not required. Case analyses, discussion, and direct interface with firms are used to handle such areas as applied economics, management science, business and society, human relations, and the functional areas of business.

The Master of Science in business is a thesis program designed for persons wishing to specialize in a particular area of business such as some phase of management, accounting, marketing, or transportation. A minimum of 50 quarter hours of graduate work, including the thesis, is required for the M.S. degree. Courses are selected on the basis of the career objectives of the student.

ADMISSION

Graduation with a bachelor's degree or its equivalent from an accredited college or university is requisite for admission to the Graduate School. Students should complete the Graduate Management Admission Test (GMAT) before applying to the Graduate School for admission to the M.B.A., M.S. in business or economics or M.A.C.T. programs. Three letters of recommendation should also be submitted to the School of Business prior to the action by the screening committee.

EXPENSES

There is no out-of-state fee.

Registration as a graduate student	$ 40
Each credit hour	18
Maximum	240
Application fee (nonrefundable)	10
Room and board in dormitories, per quarter	252-396

Other minor fees pertaining to specific individuals such as registration for thesis, binding fee, graduation fee, late registration, change of course, and auditing are listed in the Graduate Catalog.

FINANCIAL ASSISTANCE

A number of graduate assistantships are awarded for one academic year only in the School of Business. For these, a student is paid about $330 per month for a one-third work load and is permitted to carry a full load of graduate courses consisting of 10 quarter hours and not exceeding 15 quarter hours. Applications for graduate teaching and research assistantships may be secured from the Director of the M.B.A. Program, School of Business. Transcripts should accompany applications. A few university fellowships are also awarded in all areas of the university. An Office of Financial Aid is maintained for all students in Martin Hall.

PLACEMENT

The University Placement Office maintains contact with business, government, and other agencies seeking to hire graduates. Visits to the campus by prospective employers are posted on a daily basis, and interviews are arranged through the Placement Office. In addition, faculty of the School of Business and the Graduate Club maintain contact with outside agencies.

CORRESPONDENCE

For information, write or call

Office of Graduate Studies
School of Business
Auburn University, Alabama 36849
Telephone: 205-826-4030

AUGUSTA COLLEGE

AUGUSTA, GEORGIA

Augusta College is a nonresidential, coeducational, state-supported college offering both baccalaureate and master's degrees. The campus is situated within close proximity to the Medical College of Georgia where a variety of professional and graduate programs are offered in the health fields. A close working relationship exists between the two institutions.

Augusta College is an urban institution of 4,000 students. The college is located in Augusta, Georgia, a growing metropolitan area of over 450,000, and is 150 miles east of Atlanta.

PROGRAM OF STUDY

The principal objectives of the Master of Business Administration (M.B.A.) degree are to provide a modern management science oriented program enabling the graduate to apply the more advanced techniques of decision-making now essential in the operation of business and other organizations. It is also a requirement that each candidate for the M.B.A. degree become well prepared in all of the functional areas of business and institutional administration. Careful control of admission and instructional standards attempts to assure that persons awarded the degree by Augusta college has achieved a high level of excellence.

Students entering the program with the Bachelor of Business Administration degree normally will be able to complete the Master of Business Administration degree with as few as 60 quarter hours. The program, however, is designed to accommodate students from other backgrounds, and a series of prerequisite courses is offered to provide these students the necessary background.

The particular courses needed by an individual student are determined in consultation with an advisor in the School of Business Administration, and are influenced by the student's previous experience. A specific set of 40 quarter hours of core courses is required of all students. These courses build a common base of understanding and analytical competence necessary for effective managerial performance. The core courses stress the learning of concepts and analytical thought appropriate in a rapidly changing environment.

In addition to the core, a student develops an individualized elective program of 20 quarter hours in the fields of accounting, health services administration, or management.

The M.B.A. at Augusta College is offered as an evening program. This enables the student to pursue graduate study while obtaining work experience in the wide variety of industries and health care institutions located in the area.

ADMISSION

Admission to the program is based on meeting the general requirements for all graduate students including (1) completion of a bachelor's degree in an accredited college; (2) a minimum grade-point average of 2.5 on a 4.0 scale; (3) satisfactory scores on the Graduate Management Admission Test; and (4) submission of three letters of recommendation, two official college transcripts, and an application for admission to the graduate program. Those who fail to meet one or more of the above standards may be admitted provisionally and apply for reclassification when the original conditions have been met.

EXPENSES

Expenses will vary for each student. The quarterly matriculation fee is determined as follows:

Quarter hours scheduled	*Resident*	*Nonresident*
12 or more	$178	$496
Less than 12, per hour	15	42

In addition, the following nonrefundable fees must be paid: an application fee of $10 with each initial application, a student service fee of $15 per quarter, and an athletic fee of $10 per quarter. Fees and charges are subject to change at the end of any quarter.

FINANCIAL ASSISTANCE

Augusta College is interested in students with ability and ambition. The college makes every effort within its means to give financial aid to capable and promising students who would otherwise be unable to attend. Information on scholarships, loan funds, student assistantships, and work-study programs may be obtained by writing to the Director of Student Financial Aid, Augusta College, Augusta, Georgia 30910.

PLACEMENT

The college operates the Office of Career Planning and Placement which assists students and alumni in obtaining suitable employment.

CORRESPONDENCE

For further information, write or call

Coordinator of Graduate Program in Business
School of Business Administration
Augusta College
2500 Walton Way
Augusta, Georgia 30910
Telephone: 404-828-3566

AUSTIN PEAY STATE UNIVERSITY

CLARKSVILLE, TENNESSEE

Founded in 1927, Austin Peay State University currently enrolls more than 5,000 students on a compact 140-acre campus. The university is organized into 3 colleges with more than 60 degree programs in diverse areas of study.

Clarksville is the fifth largest city in Tennessee with a population of 55,000. It is located 45 miles northwest of Nashville and is connected to that city by I-24 and Highway 41-A. Land Between the Lakes, a vast recreational area, is located only 30 miles west of Clarksville. The economic base of the area is a balanced mix of industry, education, agriculture, and military activity.

PROGRAM OF STUDY

The specific objective of the Master of Business Administration (M.B.A.) program is to prepare individuals for functional management performance by educating them in a common body of knowledge consisting of the functions of business; the economic, legal, sociological, and political environment; concepts and application of the quantitative tools used by management; organizational theory, interpersonal behavior, and individual and group dynamics; and application of administrative processes.

To accomplish this objective, the program offers advanced courses in the fields of accounting, economics, finance, management, marketing, and quantitative methods.

ADMISSION

Regular admission to the program is contingent upon (a) receipt of a bachelor's degree evidenced by two copies of official transcripts; (b) evidence that all foundation courses have been successfully completed; and (c) a Graduate Management Admission Test (GMAT) score such that the GMAT score + (200 × undergraduate grade-point average) yields a minimum total of 950 points.

Provisional admission to the program may be granted to applicants who fail to meet regular admission requirements. The M.B.A. Admissions Committee wil review applications in such instances and act on each application individually.

Two favorable recommendations for graduate study (if the student is a recent graduate) by the undergraduate major advisor or other persons familiar with the student's academic qualifications must be submitted to the Graduate School.

EXPENSES

The following fees are subject to change with the approval of the State Board of Regents.

Required fees:	
Registration and maintenance	
For 11 or more credit hours	$200
Per credit hour (less than 11 credits)	19
Per credit hour for Tennessee residents at 65 years of age and/or permanently disabled (maximum of $50)	6
Additional charge to out-of-state students	
For 11 or more credits	408
Per credit hour (less than 11 credits)	35
Debt service fee	
Full-time students	18
Part-time students—per credit hour	1.50
Board and room	
Apartment, per month	145-265
Board in cafeteria per quarter (a la carte)	300-350
Room, per quarter	210-250
Returnable deposits (housing)	
Residence halls	25
Apartments	50
Special fees (some required)	
Application fee, nonrefundable	5
Graduation (includes commencement regalia)	20
Late registration	10
Motor vehicle registration	5

FINANCIAL ASSISTANCE

A limited number of graduate assistantships are available to outstanding students. Graduate assistants may be assigned numerous duties including teaching introductory courses. Graduate assistants must file an ACT Financial Statement with the Dean of the Graduate School.

CORRESPONDENCE

For further information, write or call

M.B.A. Coordinator, College of Business
Austin Peay State University
Clarksville, Tennessee 37040
Telephone: 615-648-7901

Applications for graduate study and assistantships are filed with the Dean of Graduate School.

AVILA COLLEGE

KANSAS CITY, MISSOURI

Avila College, founded in 1916, is a Catholic college which seeks to provide for the intellectual, spiritual, and social growth of all its members. It includes men and women of many faiths and welcomes a diversity of religious convictions. Programs at the graduate and undergraduate levels are accredited by the North Central Association. The school's present enrollment is approximately 2,120.

Total offerings of the school include programs in the traditional fields of liberal arts plus programs in selected professional areas, including relatively large programs in business and nursing. Graduate studies at this time are restricted to the areas of business, economics, education, and psychology.

The physical plant consists of 11 modern buildings, all attractively placed around a central quadrangle and conveniently located in close proximity to ample parking facilities. A spacious continuing education center, a modern theater, and a small art gallery enhance the physical facilities of the campus, and theater and musical performances and special lectures enrich the regular educational programs of the school. The greater Kansas City metropolitan area provides a multitude of opportunities for further expansion of the student's total educational experience.

Although full-time graduate students in business can be accommodated, the majority of the graduate business courses are scheduled during the evening hours to serve the needs of the relatively large percentage of part-time students. The faculty consists of a combination of academic and career business, economic, and legal professionals.

PROGRAM OF STUDY

The Master of Business Administration (M.B.A.) program is designed to provide men and women with management and leadership skills that they can utilize in relation to a broad range of institutions. Students holding undergraduate degrees in business and nonbusiness fields may enroll in the program, which varies in length from 24 to 54 hours depending upon the background of the individual student.

Four concentrations are provided in the program—accounting, administration, finance, and marketing. No thesis is required. The administration concentration is designed to provide opportunities for the individual student to pursue a total program of a general management nature. The concentrations in finance and marketing require nine graduate hours in the area of concentration beyond the basic course.

The accounting concentration is designed to serve the needs of persons with diverse career objectives ranging from a person desiring a general management program with a special emphasis in the field of accounting to persons wanting to prepare for the C.P.A. or C.M.A. examinations who begin with substantial or no formal education in accounting. Accounting courses are also offered in relation to the alternate means of satisfying the experience requirement for the C.P.A. certificate for states where this provision exists.

Students who do not have an adequate undergraduate background in areas generally considered to comprise a common body of knowledge basic to the study of business must secure this background via graduate courses offered particularly for this purpose. Courses designed to serve these needs include Economic Concepts, Business Legislation, Financial Accounting, Statistics, Quantitative Analysis, Management Processes, Marketing Management, and Financial Management I.

All M.B.A. students conclude their study programs with a policy course entitled Corporate Strategy and Planning, and all students must complete a minimum of 24 hours of graduate courses in addition to satisfying the "common body of knowledge" requirement. Although the specific nature of the other courses included in the study programs of the students varies in relation to the background and career objectives of specific students, the following are typical of the other courses used in completing the degree: Business, Government, and Society; Organizational Behavior; Managerial Accounting; Managerial Economics; Management Seminar; Marketing Strategy; and Financial Management II.

Students pursuing the accounting concentration frequently include Accounting Theory, Advanced Tax Accounting, Advanced Cost Accounting, and Advanced Auditing in their study programs.

ADMISSION

Admission requirements to Avila's M.B.A. program are a baccalaureate degree from an accredited institution and at least 1,000 points based on a formula: 200 times the grade-point average (GPA) on the last 60/90 semester/quarter hours (4.0 system) plus Graduate Management Admission Test (GMAT) score. Students not meeting these requirements may petition for admission.

EXPENSES

Selected relevant expenses for 1981-82 are outlined below:

Tuition, per credit hour	$100
Room and board in residence hall, per semester	850

FINANCIAL ASSISTANCE

Only limited financial assistance is available at this stage of development of the college. However, the college does have a full-time Office of Financial Aid.

CORRESPONDENCE

For information or to request an application for admission, please write or call

M.B.A. Office
Avila College
11901 Wornall Road
Kansas City, Missouri 64145
Telephone: 816-942-8400

AZUSA PACIFIC COLLEGE

AZUSA, CALIFORNIA

The evening Master of Business Administration (M.B.A.) program in venture management at Azusa Pacific College provides creative and rigorous education in four practical arts:

- finding and evaluating ideas for new ventures as well as existing companies for acquisition;
- starting new organizations;
- managing ongoing small-to-medium enterprises, whether independent or part of large corporations;
- directing the growth of expanding enterprises.

The program is special, in that few other accredited schools anywhere offer a complete curriculum in venture management. Participants in this educational experience are unique. Specifically, they are people who ultimately will seek positions as line officers in profit or nonprofit organizations. Some will start their own companies, while others will move up the ranks of line management in existing large or small organizations.

All participants, however, should expect to become generalists whose success is measured by achievement in the competitive marketplace. Those people whose plans point toward corporate staff or governmental advisory positions will find that the M.B.A. curriculum offered by traditional business schools will suit their needs.

This program is specifically designed for line managers and entrepreneurs. It is undergirded by academic excellence, practical professional training, and an experienced, caring, faculty. These are educational needs long recognized by practicing managers and entrepreneurs as being of prime significance. Azusa Pacific College meets these needs.

PROGRAM OF STUDY

The graduate program in business administration provides the quality education and rigorous training needed to pursue a career as manager and/or executive in the environment of business, education, government, religious organizations, and service agencies.

The means of accomplishing this goal include allowing the student to

- specialize in the operation and management of either a nonprofit organization or a small-to-medium business;
- function in a large business enterprise as a staff or line manager;
- explore studies in managing, financing, and marketing;
- find and evaluate ideas for new adventures;
- initiate new organizations or acquire existing companies;
- direct the growth of expanding enterprises;
- strengthen a weakening firm through consulting opportunities.

Courses required are based on knowledge that is characteristic of all management environments including a basic understanding of the economic, legal, political, and social strategic factors; the concepts, processes, and institutions in finance, production, and marketing; the concepts and methods for accounting statistics, information systems, and data processing; organizational theory, interpersonal relationships, control and motivation systems, and communication.

Designed exclusively for students with nonbusiness undergraduate degrees, the 23-month M.B.A. program consists of the following:

Phase I (21 Units)

Managerial Accounting	3
Organization and Administrative Behavior	3
Managerial Economics	3
Managerial Finance	3
Managerial Marketing	3
Quantitative Analysis	3
Managerial Policy and Planning	3

Phase II (15 Units)

External Environment of Organizations	3-3
Internal Environment of Organizations	3-3
Managerial Ethics	3

Phase III with Choice of Nonprofit or Profit Organization Emphasis (15 Units)

Establishing New Ventures	3
Venture Management	3
Venture Growth and Development	3
Venture Management Practicum	3
Venture Management Practicum	3

The 16-month M.B.A. program is designed for students possessing an undergraduate degree with a major or minor in business, economics, or industrial management from an accredited institution. The program consists of the following: Phase I, which corresponds to Phase II of the 23-month program and Phase II, which corresponds to Phase III of the 23-month program.

ADMISSION

The following items are required for admission:

- formal application for admission,
- official transcripts of all college work,
- completion of a B.A. degree from an accredited institution,
- a minimum grade-point average of B maintained in all upper-division classes,
- GMAT scores,
- approval for admission by the Division of Graduate Studies and the Division of Business Administration.

EXPENSES

Average expenses for 1980-81

Tuition (per unit)	$ 95
Room and board, on campus, per semester	875-1,020

CORRESPONDENCE

For additional information or to request an application for admission, please write or call

Division of Business Administration
Azusa Pacific College
Citrus at Hwy. 66
Azusa, California 91702

BABSON COLLEGE

WELLESLEY, MASSACHUSETTS

Babson College, founded in 1919 by financier Roger W. Babson, is a small, independent, nonsectarian, professional college of management located in Wellesley, Massachusetts. The 450-acre campus is 12 miles from Boston. The Babson graduate curriculum relates the basic disciplines of management: accounting, economics, finance, management and organizational behavior, marketing, quantitative methods, and management information systems. Through integration of lectures, seminars, case problems, the conference method, and individual projects, the student learns to appreciate management problems and approach problem solving critically within a practical frame of reference.

PROGRAMS OF STUDY

Students may complete their Master of Business Administration (M.B.A.) degree requirements in one of the following programs:

- a two-semester, full-time day schedule for those who majored in business administration as undergraduates;
- a four-semester, full-time day schedule for liberal arts, science, and engineering majors;
- a day or evening part-time schedule. (Students who have undergraduate degrees in business administration may complete degree requirements in two to three years; liberal arts, science, and engineering majors take longer.)

Day and evening summer sessions allow students to accelerate and provide program flexibility. Students who are enrolling for the first time may begin their M.B.A. program in September, January, May, or July.

The M.B.A. program consists of 13 required and 7 elective courses. Advanced standing will be granted for specific Babson graduate courses when the student has earned grades of B– or better in substantially equivalent courses at accredited colleges or universities. When the required courses are fulfilled, the student may focus attention on one specific area of concentration or pursue a general M.B.A. program.

Through participation in a Living M.B.A., International Internship or Foreign Student Field Experience consulting project, students are provided an opportunity to analyze existing managerial problems and make recommendations to actual business firms, governmental bodies, and nonprofit organizations. All three specialized electives enable students to apply prior knowledge attained in the classroom to realistic situations and to develop new problem-solving and decision-making skills.

The Living M.B.A. allows students to serve on a consulting team consisting of four to six student members working under the guidance of a faculty advisor. Group efforts culminate at the end of the course in a written report and an oral presentation to selected officers of the client organization. Previous cooperating organizations have included banks, manufacturing firms, wholesale and retail merchandisers, nonprofit organizations, governmental agencies, and public utilities. The Living M.B.A. is an elective course normally carrying three semester hours of academic credit. Prerequisites are 30 semester hours of earned graduate credit and permission of the instructor and the Graduate Dean.

The International Management Internship Program provides the student interested in exploring international career opportunities with an intensive, applied, as well as theoretical, learning experience in a foreign country. A limited number of qualified students are selected to participate in the two-month, six-credit-hour program upon completion of a minimum of one-half of their degree requirements.

ADMISSION

Babson encourages both men and women to seek admission to its graduate program. A B.S. or B.A. degree or the equivalent is a prerequisite for consideration for admission. All applicants must submit Graduate Management Admission Test results. Official transcripts of both undergraduate and graduate work, as well as resumes which document work experience, are considered in the admission decision. Students from non-English-speaking countries must submit scores from the Test of English as a Foreign Language and official English translations of all pertinent documents. The Graduate Admission Office requests that applicants file completed applications at least two months prior to the start of the semester.

EXPENSES

Annual tuition for a standard load of five courses is $4,500 plus $98 for student fees for full-time graduate students. Part-time evening graduate students pay $450 per course. Expenses are subject to change. A limited number of on-campus apartments and rooms for unmarried students as well as on-campus apartments for married students are currently available.

FINANCIAL ASSISTANCE

Full-time students may apply for financial aid where need is evidenced. Applicants for financial aid must submit a copy of the Babson Financial Statement, available at the FinancialAid Office and a GAPSFAS Financial Aid Form.

PLACEMENT

The Office of Career Counseling assists students in searching for permanent employment upon receipt of the master's degree. Representatives from many organizations visit the campus each year. Assistance is also available to alumni who seek a change in employment.

CORRESPONDENCE

For further information on the M.B.A. program, or to request an application for admission, write to

Director of Graduate Admission
Babson College
Babson Park (Wellesley), Massachusetts 02157

BALL STATE UNIVERSITY

MUNCIE, INDIANA

Ball State University enrolls over 17,000 students and is located in Muncie, Indiana, a city of 84,000. The College of Business has about 4,500 undergraduate and over 400 graduate students in 6 departments with a total faculty of more than 100. The Bureau of Business Research is an area center for business, labor, and government research.

PROGRAM OF STUDY

The primary objective of the Master of Business Administration (M.B.A.) program is that of educating men and women for management positions in business, industry, and government. The program is designed to provide breadth of preparation in the various functional areas of business. Classes are scheduled at night so that students can pursue any program on a part-time or full-time basis. Students may begin at any quarter.

The M.B.A. program is available to those students holding baccalaureate degrees in areas other than business administration as well as to those who hold degrees in business. The time required for completion of the program will vary according to the background of study presented by the candidate and will range from a minimum of one year to a maximum of two years.

The foundational areas required for the program include the following: principles of economics, business statistics, management, data processing, accounting, finance, business law, marketing, and basic calculus. Students holding undergraduate degrees in business will normally have completed all of these foundational requirements. The student who has not completed course work in any of these areas will remove the deficiencies as soon as scheduling permits by taking appropriate undergraduate courses or by taking graduate survey courses which are especially designed for this purpose.

Requirements for the degree beyond the foundational areas include the following:

- completion of a minimum of 45 quarter hours of graduate credit as approved by the graduate adviser or as many additional hours as necessary to complete the degree requirements (This minimum of 45 hours must be completed within a 6-year period);
- completion of the following core of courses—managerial finance, marketing management, national income analysis, managerial economics, managerial accounting, production management, management information systems, statistics for business decisions, organizational behavior, and business policy for a total of 33 quarter hours (Substitutions for core courses may be approved by the graduate adviser should the candidate present evidence of having completed equivalent courses);
- an additional 12 quarter hours of elective course work to meet the minimum requirements for the degree (The elective courses will permit the student to develop a limited degree of depth in an area and provide flexibility for meeting individual needs. The elective hours will also be used for the thesis option for eight quarter hours, or the research project option for four quarter hours, or a three-quarter-hour course on methods of research in business);
- a minimum grade-point average of 3.0 (A = 4.0);
- a comprehensive written examination, which must be passed by each candidate following completion of the 33-quarter-hour core of courses.

ADMISSION

To be admitted to the program, a student must demonstrate high promise of success in a graduate business degree program. The scores on the Graduate Management Admission Test (GMAT) are required as an admission credential. The minimum standards that the College of Business will apply for consideration for admission to all graduate programs in business at the master's level are (1) a baccalaureate degree from an accredited college or university and (2) a minimum composite score of 950 points computed by multiplying the undergraduate grade-point average overall (based on a 4.0 grading system) by 200 and adding the GMAT score or demonstration of high promise as evidenced by trends and patterns in college and employment.

The student's application will not be considered until the following materials are at Ball State: (1) transcripts from all undergraduate or graduate institutions sent by those institutions (one to the Office of Admission and another to the Office of the Associate Dean, College of Business); (2) a completed Graduate Application; (3) a statement of work experience; and (4) a GMAT score. All materials must be on file, and the student must have received a letter of acceptance before beginning graduate work.

Specialized master's degrees also may be pursued in accounting and management. All master's degree admission requirements are the same. M.S. programs require about 30 quarter hours in a specialty and 15 quarter hours of electives approved by the appropriate departmental adviser beyond the foundational areas. A liberal arts master's degree in economics also is available.

EXPENSES

Unmarried full-time students without assistantships have minimal total expenses of at least $3,400 per academic year. New university housing is available for both married and single students.

FINANCIAL ASSISTANCE

Thirty-two graduate assistantships paying $3,210 each for the academic year are available. Fees are reduced for graduate assistants, and out-of-state tuition is eliminated. The Office of Student Financial Aids should be contacted about loans.

PLACEMENT

The university Placement Office is in communication with more than 500 employers, a large number of whom visit the campus one or more times each year. Counseling is available to aid each student in the development of individualized objectives and job search strategies.

CORRESPONDENCE

For further information, write or call

Associate Dean, College of Business
Ball State University
Muncie, Indiana 47306
Telephone: 317-285-8192

BARRY COLLEGE

MIAMI, FLORIDA

Barry College's Graduate School of Business Administration, located in the quiet suburb of Miami Shores, is only minutes away from the famous beach and exciting city of Miami. The campus is recognized as one of the most beautiful anywhere, with broad green palms, lush green grass, and modern attractive buildings that mingle well with the classic Spanish-style structures.

All programs on the graduate level are designed to assist the mature student in increasing personal growth, professional development, and competence so that the graduate may better serve the social, religious, and educational community. Barry confronts its graduate students with the need to seek an understanding of man's relationship to God, to man, and to the social and natural environment.

PROGRAM OF STUDY

The M.B.A. program provides a graduate degree for those who would engage in professional careers in diverse areas of industry, commerce, government, education, hospitals, and other organizations and institutions. The preparation of today's managers, accountants, marketers, and other experts requires formal education of professional stature at the graduate level. The M.B.A. degree at Barry College responds to this need.

The program has a dual purpose:

- promoting high moral and ethical standards in the business environment, so that the graduate will act justly and equitably (The faculty is distinctive in emphasizing the social/behavioral science approach to management and the interpersonal, human relations dimension of administration) and
- expanding the student's management skills both to further the graduate's career development and to provide a basis for improved organizational effectiveness through reduced costs, increased profits, and growth in employee motivation.

At the present time, study can be pursued on a full-time or part-time basis. Students may complete the M.B.A. program with 36 semester hours of credit. Students from other graduate programs will be allowed to transfer six semester hours of credit. Classes are held during the evenings only. Barry College adheres to the principle of equal educational and employment opportunity without regard to race, sex, creed, or national origin. This policy extends to all programs and activities supported by the college.

ADMISSION

There is no rigid requirement for the M.B.A. applicant to have a particular type of background, although applicants must hold a bachelor's degree from an accredited college or university. The admission decision will be based upon a careful evaluation of the undergraduate record, evaluation forms, and other evidences of maturity, motivation, and leadership qualities. Minor deficiencies in one area may be offset by superior performance in another, so each case will be considered on its own merits. The Graduate Management Admission Test (GMAT) must also be submitted as part of the information to be evaluated. A personal interview is not required.

EXPENSES

Tuition is $125 per semester credit hour. Application fee is $20. A registration fee of $10 is payable each semester. All fees are nonrefundable.

The college does not have facilities for housing graduate students on campus. There are, however, numerous motels, efficiencies, duplexes, and apartments within a short distance of the campus. It is advisable for out-of-state students to plan to arrive several days in advance of registration to secure appropriate accommodations.

FINANCIAL ASSISTANCE

Limited financial aid is available to graduate students who qualify for admission but who would be unable to enroll due to financial considerations. Funding is available through the National Direct Student Loan Program; limited amounts may be borrowed at nominal interest rates. Federally insured student loans can also be arranged with local banks through the college. Additional information and applications for financial aid may be obtained by contacting the Director of Student Financial Aid. The financial aid application deadline is April 1.

PLACEMENT

The Career Development and Placement Office is available to assist students in charting their futures, securing career information, writing resumes, and pursuing employment opportunities. Candidates for degrees are urged to file credentials one semester prior to being graduated.

CORRESPONDENCE

Inquiries should be addressed to

Jerry W. Bergeron
Dean of Academic Services
Barry College
11300 N.E. 2 Avenue
Miami, Florida 33161
Telephone: 305-758-3392

BENTLEY COLLEGE

WALTHAM, MASSACHUSETTS

Bentley College was founded in 1917 as a school of accounting and finance. Bentley is an independent, coeducational institution recognized internationally for its excellence in professional business education. The 107-acre campus is ideally located. It is only nine miles from Boston and its historical, cultural, and academic resources. In 1980, the college enrolled over 1,000 graduate students and over 6,000 undergraduate students.

PROGRAMS OF STUDY

Bentley College Graduate School offers five programs leading to the Master of Science degree in Accountancy, Computer Information Systems, Finance, and Taxation and a Master of Business Administration (M.B.A.) program. Each program is an intensive learning experience intended to help persons achieve professional performance requiring technical and professional competence, and professional ethics.

The Master of Science in Accountancy (M.S.A.) program is designed for persons seeking to become professional accountants. The program is structured to enable every student to develop competence in each of the basic areas within accounting.

The Master of Science in Computer Information Systems (M.S.C.I.S.) program is designed to enable persons to be capable of developing complex information systems. It best serves postexperience students whose current job and career direction require professional competence in this field.

The Master of Science in Finance (M.S.F.) program is designed to help persons acquire the knowledge and develop the skills required to perform professionally in the field of financial management, particularly the financial function within enterprises.

The Master of Science in Taxation (M.S.T.) program is designed to help individuals become competent professional tax advisors and practitioners and fill responsible positions dealing with taxation in public and private organizations. It is especially attractive to persons who have already had taxation experience and have set their goals on becoming leaders in the taxation profession.

The programs vary in length from a 12-courses to a 20-course sequence. Advanced standing can reduce the total to a minimum of 10 courses for those whose previous education covers the foundation areas.

The part-time student with work experience is the focus of the Graduate School's programs. On the average, students bring 7 to 10 years' work experience to their program. Over one third of the students have graduate degrees or professional certifications prior to entering Bentley.

Two courses constitute a full load for part-time students. Each three-credit course meets once a week, normally in the late afternoon or evening.

Since the school's offerings are programs leading to degrees:

- a student must be accepted into a program; there is no special student status;
- application for admission must be made in advance;
- students are expected to take two courses per semester and must complete degree work within seven years.

Matriculation may begin in September or January.

ADMISSION

To apply for admission to a program, an applicant is expected to submit a completed application form (factual information should be complete, and evidence of a match between Bentley and the applicant should be carefully presented); have transcripts submitted for all academic work beyond high school; take the Graduate Management Admission Test (GMAT) early enough for the results to be considered by the Admissions Committee. (Bentley College Graduate School Code No. is R3096.)

The number of students the school can accept in one semester is limited. The Admissions Committee will begin processing applications in early March for September and in October for January admissions. A late registration fee will be charged after a deadline in late August or January.

EXPENSES

Tuition for 1981-82 is $400 per course. Expenses are subject to change. A normal load is two courses, so tuition would total $800 per semester. Applications must be accompanied by a $25 fee which is nonrefundable.

FINANCIAL ASSISTANCE

Financial assistance is available in the form of loans, the College Work-Study Program, and student assistantships. Many students receive financial aid from their employers. The programs are approved for veterans' benefits. Graduate students may also apply for positions as resident assistants in the undergraduate housing facilities.

CORRESPONDENCE

For additional information, write

Bentley College
Graduate School
Waltham, Massachusetts 02254
Telephone: 617-891-2108

THE BERNARD M. BARUCH COLLEGE

NEW YORK, NEW YORK

The Bernard M. Baruch College, one of the senior colleges of the City University of New York, has been offering graduate work in the field of business since 1919. The degrees of M.B.A., M.P.A., M.S. in education, computer methodology, marketing, industrial and organizational psychology, operations research, statistics, and taxation, and the Ph.D. in business are offered. The following joint degrees are available as well: M.S. in industrial and labor relations with Cornell University, J.D./M.B.A. and J.D./M.P.A. with Brooklyn Law School and The New York Law School.

In recent years Baruch College has enrolled about 2,300 graduate students during the academic year. The basic aim of these students, which the college helps them to achieve, is the enhancement of their understanding of business activity and public service and the acquisition of, or increase in their competence in, some phase of business activity or public service. Programs are open to both men and women.

The Baruch College does not have dormitories or housing facilities. Its students reside in all sections of the greater metropolitan area of New York. Many of them are employed in downtown Manhattan.

The instructional staff includes members of the permanent faculty and also a number of specialists in various branches of business and public service with which the City of New York is abundantly supplied.

Despite the nonresidential character of the college, there is considerable social activity available to graduate students at the Baruch Student Center. Graduate students may, of course, participate in any of the various student activities.

PROGRAMS OF STUDY

Admission to the master's program is open to qualified holders of bachelor's degrees from accredited undergraduate institutions. In addition to meeting certain preliminary requirements, students are required to complete a program of at least 36 credits, approximately half of which are specifically prescribed. Graduates of a collegiate school of business are generally not required to take the preliminary courses. In such cases it is possible, though not usual, for a student to complete all his course work in one calendar year (two regular semesters and one summer session).

Assuming diligence and no unexpected interruptions, students should be able to finish all requirements within two to four years, even if employed. All requirements for the master's degree must be completed within a period of six years. No more than 12 credits in graduate work completed at other institutions are acceptable for transfer credit.

The City University of New York offers a doctoral program in business, based at The Baruch College. Students in the doctoral program are required to pass two written comprehensive and oral examinations and to complete a research dissertation. In addition, competence in economic analysis, mathematics, behavioral sciences, and statistics is required.

Instructional methods cover the entire range from conventional lecturing to the use of business simulation or role playing. The central concept in the methodology of the graduate instruction is the give and take of the small class.

The college has an IBM 1620 computer, an IBM 1401 computer for graduate instruction and for faculty and student research, and a 360/40 IBM system available for instructional and research purposes.

ADMISSION

The primary criterion for admission to the master's program is the student's intellectual capacity. The undergraduate record is carefully reviewed. Candidates for the M.B.A. and the M.S. in marketing must take the Graduate Management Admission Test (Graduate Record Examinations for M.P.A. and M.S. degrees). Applications for admission to the summer, fall, and spring sessions must be received by March 14, May 1, and November 30, respectively.

An applicant for admission to the doctoral program must have earned a bachelor's degree from an accredited institution. In addition, the applicant must complete the prerequisites specified in a particular program, show promise of ability to carry on research, and be approved by the Doctoral Admissions Committee. Every applicant must take the Graduate Management Admission Test. Applications must be submitted before June 1 for fall and November 15 for spring admission.

EXPENSES

The present basic graduate tuition fee is $75 per credit plus $30 for each additional contact hour in excess of the number of credits. Full-time master's students pay a consolidated fee of $61 at each fall and spring registration. Part-time students (11 credits or less) pay a $35 fee. Doctoral tuition varies with status in the program from $750 to $125 per semester for New York State residents, plus a $77 consolidated fee. There are no other regular fees, although special charges are made for specific purposes, such as late registration or change of course. Textbook costs and other school expenses are not significantly different from those at the undergraduate level. Cost-of-living figures vary widely, depending on the individual and place of residence.

FINANCIAL ASSISTANCE

A number of Baruch fellowships, teaching and research assistantships, and tuition scholarships are available. Various loan funds also exist. Additional information and applications may be obtained from the College Financial Aid Officer. Applications for financial aid must be submitted no later than March 31 for fall enrollment and October 4 for spring enrollment.

PLACEMENT

The Placement Division constantly receives job offers and actively canvasses employment possibilities in the New York area. Its services, for either part-time or full-time positions, are available free to graduate students.

CORRESPONDENCE

For further information, please write or call
Office of Graduate Studies
The Bernard M. Baruch College
The City University of New York
17 Lexington Avenue
New York, New York 10010
Telephone: 212-725-3250

BERRY COLLEGE

MOUNT BERRY, GEORGIA

Berry College facilities stand unmatched in vastness and beauty by other private institutions in the United States. Gracing some 500 acres of attractively landscaped terrain on which much of the natural beauty—dogwood, redbud, and many other species of trees—has been retained, the Berry College campus adjoins the school's 30,000-acre domain of forests, fields, mountains, lakes, and streams, providing a peaceful atmosphere conducive to intellectual and spiritual growth. From the log cabin area of earlier days to the Gothic Ford quadrangle and the later Georgian structures, beauty, charm, and peace abound. These features and others combine to form a truly unique environment for learning.

Although campus housing is available, graduate students are not required to reside on campus. Room assignments are made by the assistant dean of students and assistant dean of students for women.

PROGRAM OF STUDY

The Master of Business Administration degree at Berry College, which requires a minimum of 60 quarter hours, is a generalist degree with an entrepreneurial orientation designed to provide each student with a broad general background in significant managerial areas. The graduate program in business administration is accredited by the Southern Association of Colleges and Schools.

Upon satisfactory completion of prerequisite work, if any, and upon completion of the general requirements for admission to graduate school, an applicant will be given regular admission status.

Course requirements for the M.B.A. program include (1) core requirements—40 hours (managerial control and costing, research, directed individual study, advanced macroeconomic theory, advanced microeconomic theory, corporate financial policy, administration, marketing management, and advanced decision management I) and (2) content fields—20 hours from the course offering in advanced cost accounting, issues in business and society, theory of organization, communications and communication systems, management systems, business policy, marketing problems and analysis, and applications of business information systems. The time limit on earned credit which can be accepted toward fulfilling the requirements for the master's degree is six years.

Through evaluation and counseling each student is helped to develop a program that meets his or her individual needs. The number of students in each class is kept to a minimum. The classes usually include from 9 to 20 students, while the average is about 14. The small classes allow students to express themselves and receive individual attention.

ADMISSION

Application for admission to graduate studies must be filed with the dean of admissions no later than 30 days before the beginning of each quarter. All transcripts, references, and test scores must be in the admissions office at least 10 days prior to the beginning of the quarter for which admission is sought.

To be admitted as a student in good standing, the applicant must present (1) a completed application with a $10 nonrefundable application fee, (2) a baccalaureate degree from a regionally accredited college or university, (3) three references from persons in a position to attest to the applicant's ability to perform successfully in a quality graduate program, (4) two official transcripts from each undergraduate and graduate institution attended, and (5) satisfactory scores on the Graduate Management Admission Test (GMAT).

An applicant seeking a graduate degree in a specialization different from his or her undergraduate major may be granted conditional status while satisfying undergraduate deficiencies. An applicant meeting the first two regular admission requirements but showing a deficiency in one or more of the additional requirements may seek enrollment with conditional status. An applicant from a nonaccredited institution may be considered for conditional admission. Applicants not desiring to work toward the master's degree may apply for special status.

A maximum of 10 quarter hours of graduate credit earned at another institution may be accepted toward the master's degree at Berry College provided: (1) the credit has been earned at a regionally accredited graduate institution within five years of the date on which the master's degree requirements are completed; (2) the work is acceptable as credit toward a comparable program at Berry College; (3) the courses to be transferred are approved by the Director of Graduate Studies and the head of the department in which the specialization is being taken; and (4) the courses to be transferred carry a grade of B or better.

EXPENSES

Tuition and textbook expenses for the 60 quarter hours are approximately $3,600.

CORRESPONDENCE

For further information, write or call

Director
Graduate Studies in Business
Berry College
Mount Berry, Georgia 30149
Telephone: 404-232-5374, extension 233

School of Graduate Studies

BLOOMSBURG STATE COLLEGE

BLOOMSBURG, PENNSYLVANIA

Established in 1976, the graduate degree curriculum in business administration was developed to prepare the student to accept leadership responsibility within the business organization. The School of Business (Business Administration) is located in Sutliff Hall. Students are required to live off campus. Enrollment in this program is limited; therefore, admission to the courses is selective. Faculty consists of 16 members, with a student population of approximately 100.

PROGRAM OF STUDY

A Master of Business Administration degree (M.B.A.) is offered which comprises two levels of courses. Level I consists of background courses or experiences that are prerequisite to Level II. Students whose undergraduate major was in business administration are likely to have had most, or perhaps all, of the courses of Level I; they may be exempted from courses which duplicate their undergraduate work. Level I must be completed before entering the Level II program.

Level II consists of 36 semester hours of graduate credit, of which 30 are prescribed and 6 are elected. No thesis is required.

The school operates on the semester system, and instruction begins in late August. Courses are available in the evenings; the program serves both full-time and part-time students.

ADMISSION

Applicants for the M.B.A. degree must complete the application form (including the $10 application fee), hold a baccalaureate degree from an accredited college or university with an overall quality-point average of 2.50 or higher (A = 4), complete the GMAT (with a total of 450 or higher), and provide 2 letters of recommendation and a statement of experience in business.

EXPENSES

Full-time basic fees (9 to 15 credits), per semester	
Pennsylvania resident	$550
Nonresident	550
Part-time basic fees (fewer than 9 credits or over 15 credits), per credit	
Pennsylvania resident	62
Nonresident	62
Student activity fee (optional)	30
Student union fee, per semester (9 + credits)	10
Degree fee	10

FINANCIAL ASSISTANCE

Assistance is available in the form of Federal Fellowships (in selected areas), National Direct Student Loan Program, and the Pennsylvania Higher Education Assistance Agency Loan Program. Inquiries should be addressed to the Director of Financial Aid.

A limited number of graduate assistantships are available through the School of Graduate Studies. Inquiries should be directed to the Dean of Graduate Studies.

PLACEMENT

Graduate students are eligible to utilize the services of the Placement Office after having been accepted as candidates for the master's degree. Inquiries should be addressed to the Director of Placement.

CORRESPONDENCE

For further information, write or call

Dr. Charles H. Carlson
Dean
School of Graduate Studies
Bloomsburg State College
Bloomsburg, Pennsylvania 17815
Telephone: 717-389-3814

BOISE STATE UNIVERSITY

BOISE, IDAHO

The School of Business offers programs of study leading to the Master of Business Administration (M.B.A.) degree (30 hours) or the Master of Science in Accounting (33 hours). The objectives of these programs, predominantly offered at night, are to further prepare candidates for careers in their chosen fields. The M.B.A. program emphasizes the traditional approach of the development of managerial generalists, with a common body of functional knowledge given to all students. While there is no area of emphasis or major available in the M.B.A. program, once a student satisfies the functional core of courses, electives to achieve a minor degree of concentration are possible. The M.S. in Accounting degree is designed for those persons who have a bachelor's degree in accounting, or its equivalent, and who desire to increase their competencies in the accounting field. This course of study will assist students in their preparation for taking the C.M.A., C.P.A., or other certification tests. For those who have already attained certification status, it will provide an excellent vehicle for maintaining and improving current proficiencies.

PROGRAMS OF STUDY

Admission will be granted to applicants who hold a bachelor's degree from an accredited college or university and who meet the standards set by the School of Business of Boise State University. A foundation of prerequisite knowledge in basic fields of business administration is common to all graduate programs. Students presenting a bachelor's degree in business or accounting normally will have completed most of these requirements in their undergraduate programs. Students who have completed a bachelor's degree in nonbusiness fields such as the sciences, engineering, and the liberal arts must demonstrate proficiency in business prerequisites. These prerequisites may be fulfilled by satisfactory completion of course work in these areas, or by successfully passing the acceptable College-Level Examinations Program (CLEP) examination, and any other local departmental requirements. The M.S. in Accounting program may be started by students not holding a degree in accounting only after they have accomplished required course work to receive a second degree in accounting or have completed a specifically designed program to obtain the equivalent knowledge.

ADMISSION

All applicants must meet the following requirements before being accepted with regular status in the graduate program:

- possession of a bachelor's degree from an accredited institution,
- achievement of an acceptable formula based on cumulative undergraduate grade-point average (GPA) and score on the Graduate Management Admission Test (GMAT) (200 × GPA + GMAT must equal 1000),
- completion of prerequisite courses or their equivalent in accounting, communication, economics, production management, statistics, business law, marketing, management, finance, data processing, and college mathematics.

By application, students who are deficient in prerequisites may enroll in the graduate program and begin their course of prerequisite study immediately, with unclassified status.

Students may be admitted for the fall term (August), spring term (January), or summer term (June). A student may commence the program without scheduling difficulties at the beginning of any term. Admission correspondence should be addressed to the Dean of Admissions, Boise State University, Boise, Idaho 83725.

EXPENSES

Per semester, estimated	*Resident*	*Nonresident*
Tuition	none	$ 750.00
Institutional fees	$ 262.50	262.50
Board and room	1,500.00	1,500.00
Books and supplies	125.00	125.00
	$1,887.50	$2,637.50

FINANCIAL ASSISTANCE

Short-term repayment loans are available for full-time students at Boise State University. Repayment in full must be made by the end of the semester or summer session. Students will be assisted with referrals for employment by counselors in the Office of Career and Financial Services to help meet individual loan repayment and other personal expenses.

National Direct Student Loans are administered by Career and Financial Services. A graduate student may borrow an amount not to exceed $10,000 for all undergraduate and graduate years. The applicant is advised to file a College Scholarship Service (CSS) Financial Aid Form and the Idaho Application for Financial Aid in February to meet the priority date of April 1 preceding fall registration. Both documents are available by contacting Career and Financial Services, Boise State University, 1910 University Drive, Boise, Idaho 83725.

Federally insured and guaranteed student loans are made by banks, savings and loan associations, credit unions, pension funds, and insurance companies. The maximum level for a graduate student is $15,000; $2,500 is the academic year maximum. (Nonresidents of Idaho are advised to check locally to obtain current information and the proper application for guaranteed loans for their state.) Prospective applicants are encouraged to write to the address above for application and most recent information.

CORRESPONDENCE

For further information, write or call
M.B.A. Program Coordinator
Boise State University
Boise, Idaho 83725
Telephone: 208-385-1125

BOSTON COLLEGE

CHESTNUT HILL, MASSACHUSETTS

Boston College, a full university comprised of 13 colleges, schools, and institutes, is located in Chestnut Hill, Massachusetts, within sight of downtown Boston. The Master of Business Administration (M.B.A.) program may be completed either on a full-time or a part-time basis. There are openings for 90 full-time and 45 part-time students each September and for 70 part-time students each January.

PROGRAM OF STUDY

The Boston College M.B.A. program is designed to provide students with the analytical and decision making skills required by a successful manager. It also uniquely emphasizes the next critical step in the managerial process; implementation skills. Through open critical self-evaluation and group interaction, the M.B.A. program strives to create settings which challenge a participant's skills and support the further development and refinement of these skills.

The M.B.A. program includes a full-time and part-time option and requires 54 course credits for graduation. The first 30 credits make up the core curriculum. The core begins with a broad introduction to the history of economic thought and business history, along with an initial forecast of future political and economic development and a description of the organizational principles upon which this core curriculum itself was built.

The core curriculum includes four three-credit courses, in accounting, finance, marketing, and organizational studies, as well as seven two-credit courses, in economics, human resource management, production, international management, computer science, decision analysis, and statistics. There are also single-credit courses in management information systems and perspectives on management.

Throughout the core program, in classes and in special integrative activities, students will repeatedly be required to perform professionally, whether in terms of oral or written presentation or in terms of managing a group to accomplish certain tasks. Students will receive feedback about their managerial style and will be asked to experiment toward increasingly responsible and effective modes of management. The core prepares students, not only to think effectively, but to act effectively under conditions of complexity, uncertainty, and interruptions.

After completing the core coures, students take two capstone courses in policy and environmental analysis during the second half of their program, along with six elective courses. Of the six free electives, a maximum of four can be taken in a concentration area with the remainder in other areas. Concentrations are offered in the following areas: strategic management, environment and policy, accounting, computer science, marketing management, financial management, organizational studies, and public management. The concentrations may include approved courses from other areas of the M.B.A. program as well as approved courses offered by other colleges and schools of the university.

A full time option is a two-year program. Core courses meet during the day; electives are offered in the late afternoon and evening. The part-time program is generally completed in three-and-one-half to four years. Part-time students typically take courses two evenings a week and often take a course during the summer session. Full-time applicants are accepted in the spring for September classes. Part-time applicants are accepted both during the spring for September and the fall for January classes.

The program is designed for people with broad liberal arts backgrounds, engineering, mathematical and scientific training, education, nursing and business undergraduate degrees. It is also designed to be of interest to students who already hold relevant master's degrees in fields other than management or business administration.

ADMISSION

Admission to the M.B.A. program is open to all qualified men and women who hold bachelor's degrees from accredited colleges and universities. No specific undergraduate major or series of courses is required for entrance, but it is strongly recommended that students complete some mathematics, computer sicence, and economics courses in undergraduate school. The admission decision is based on a combination of factors rather than on any one factor. Consideration is given to academic record; recommendations; scores on the Graduate Management Admission Test (GMAT); potential for leadership in business as evidenced by part-time or full-time work experience, military service, or community or extracurricular activities; and statements on the application form concerning the reason for pursuing a course of study in business.

EXPENSES

Application fee	$ 30
Tuition, per credit hour	180
Books and supplies, per course	25-35

FINANCIAL ASSISTANCE

Students may qualify for certain types of financial aid (National Direct Student Loans, Work-Study, etc.) through application to the University Financial Aid Office.

A limited number of graduate and research assistantships are available. All applications for full-time students are reviewed to evaluate background qualifications for these assistantships. Part-time employment opportunities are also available through the Graduate School of Management Placement Ofice. Many part-time students receive financial assistance through company-sponsored educational programs.

PLACEMENT

The Placement Office of the Graduate School provides counseling, research capabilities, alumni contacts and employer liaison services which are essential to the candidate's job search. The majority of on-campus interviews are handled through the Placement Office. The Graduate Management Association also publishes a yearly resume book which is sent to 600 potential employers.

CORRESPONDENCE

For further information, please write or call

Director of Admissions
Graduate School of Management
Boston College
Chestnut Hill, Massachusetts 02167
Telephone: 617-969-0100, extension 3920

BOSTON UNIVERSITY

BOSTON, MASSACHUSETTS

The School of Management at Boston University is one of the oldest training grounds for managers in the country, having been established as one of Boston University's 16 schools and colleges in 1913 and offering its first graduate business program in 1915. In 1980-81 there were 392 full-time and 878 part-time students enrolled in the Master of Business Administration (M.B.A.) programs.

PROGRAMS OF STUDY

The M.B.A. program provides a rigorous graduate management education emphasizing the acquisition of general management skills. Our experience shows that this approach most successfully prepares managers for long-term career growth.

The program consists of required courses in accounting, organizational behavior, marketing, finance, operations management, quantitative methods, economics, management policy, and computers. Elective courses enable students to acquire further general exposure or explore a functional area in greater depth. Students with specific career interests may also take electives at Boston University's other 13 graduate schools.

The M.B.A. degree is also offered with formal concentrations in health care management and public management both based on the core M.B.A. curriculum. The public management program emphasizes the skills required for managing government agencies and nonprofit institutions. Health care management focuses on health service delivery and is accredited by the Accrediting Commission on Education for Health Services Administration. A specialization in health financial management is available.

Formal dual degree programs are offered with the College of Engineering in manufacturing engineering and the Graduate School of Arts and Sciences in economics. The M.B.A. with concentration in health care management combined with the J.D. is offered with the Center for Law and Health Sciences.

The school's 89 faculty members provide an integrated blend of teaching techniques using case and analytical-quantitative methods to help students develop their highest potential.

Full-time students take four courses each semester; part-time students, one or two. The full 16-course program can be completed in 2 years of full-time study; 4 years, part-time study. Summer study can speed this process. M.B.A. candidates may transfer between full and part-time study.

The Doctor of Business Administration program focuses on meeting the need for highly trained applied specialists in industry, government, and nonprofit corporations. Candidates must master a major and minor field of concentration. Major fields are accounting, finance, marketing, operations management, organizational behavior, and management policy. Minors include economics, management information systems, quantitative methods, and international business as well as the major field.

ADMISSION

Admission to the M.B.A. program is granted in September and January; to the doctoral program, only in September. An applicant must have earned a bachelor's degree from a fully accredited college or university, evidence academic ability and the potential to succeed in a managerial role. No particular undergraduate major is required. The Graduate Management Admission Test (GMAT) must be taken within the previous five years. Informal group information sessions are scheduled for individuals desiring more information.

The September 1980 entering M.B.A. class had 153 full-time and 249 part-time students representing 112 undergraduate schools, 33 states, and 25 foreign countries. Forty-nine percent of the class were women. The average age of full-time students was 26; part-time, 27.

Candidates with appropriate undergraduate course work may qualify for advanced standing by waiver examination. Candidates who have completed relevant graduate course work may apply for transfer of credit.

EXPENSES

During 1981-82, tuition and fees for full-time graduate students are expected to average about $6,300 per year, with books and supplies for a full-time student about $425. Limited on-campus housing facilities are available through the Boston University Housing Office; numerous apartments are available off campus.

FINANCIAL ASSISTANCE

Students who are U.S. citizens or permanent residents may apply for financial aid. Awards based on need and merit are in the form of scholarship and/or work-study. Applicants requesting financial aid must file a form with the Graduate and Professional School Financial Aid Service (GAPSFAS). Students are urged to obtain Guaranteed Student Loans. The faculty select a limited number of entering full-time students to serve as research assistants, based on previous academic and work experience.

PLACEMENT

The school's Career Planning and Placement Office provides a full range of services for M.B.A. candidates and alumni. In 1980 this office was visited by more than 210 major companies and nonprofit organizations. Median income for students entering the job market was $23,600. The health care and public management programs also have active placement efforts.

CORRESPONDENCE

For further information, write or call

Boston University School of Management
Master of Business Administration Program
685 Commonwealth Avenue, Room 133
Boston, Massachusetts 02215
Telephone: 617-353-2670
Health Care Management, Telephone: 617-353-2730
Public Management, Telephone: 617-353-2312
Doctoral Program, Telephone: 617-353-4075

BOSTON UNIVERSITY—VRIJE UNIVERSITEIT

BRUSSELS, BELGIUM

Boston University has offered a graduate management degree program in Brussels since 1972. The Vrije Universiteit Brussel (V.U.B.) and Boston University, in 1980, inaugurated a joint program for the Master of Science in Management (M.S.M.) degree. This cooperative effort of the two universities marks the first such joint graduate management education program in Europe. Students utilize V.U.B. campus facilities and benefit from the academic and administrative resources of Boston University.

Prevously a part of the Université Libre de Bruxelles, in 1970 V.U.B. became an independent university and presently serves over 5,000 students on 3 campuses with an administrative, technical, scientific and teaching staff numbering over 2,000. The city of Brussels, "the capital of Europe," as headquarters for a number of multinational firms and international organizations provides a unique setting for the program.

The university operates on a semester plan with an added summer session. Students may enter in September, January, and May and pursue the program of study either part or full time. The entire program may be completed in one year of full-time study or two years of part-time study. Classes meet evenings. The language of instruction is English.

PROGRAM OF STUDY

The Master of Science in Management (M.S.M.) degree program emphasizes management in general rather than concentration in any one functional area. The program consists of 10 courses. Requirements in computer science and mathematics must also be met. The required courses emphasize the basic managerial tools and disciplines of quantitative methods, economics, behavioral science, and accounting. The program stresses the application of these tools and disciplines within the major management functions of finance, marketing, and operations management and provides exposure to the development of management policy and strategy.

Candidates for the M.S.M. degree must complete the following courses: financial and managerial accounting, the economic environment, human behavior in organizations, quantitative methods, economic decision analysis, financial management, marketing management, operations management, management policy, computers for management, mathematics for management, and one elective course.

ADMISSION

Admission to the M.S.M. program is granted in September, January, and May. Applicants for degree candidacy must hold a university diploma or its equivalent. Occasional exception to this requirement is made for persons with substantive academic preparation and exceptional work experience. No particular undergraduate study is required for admission. Score obtained on the Graduate Management Admission Test (GMAT) and three letters of reference are required of all applicants. The results of the Test of English as a Foreign Language (TOEFL) are required of applicants whose native language is not English and who have not received a major portion of their education at institutions where English is the language of instruction.

Following a personal interview, an individual may enroll as a special student for a maximum of four courses. A special student is generally one who is either taking courses solely for professional enhancement or who is in the process of preparing an application for admission to M.S.M. degree candidacy.

EXPENSES

Tuition is assessed on a per-course basis. The tuition for each course is 20,000 Belgian Francs (BF) or approximately 650 U.S. dollars ($). The application fee is 2,000 BF, and the registration fee is 600 BF. There is an additional charge for books and course materials.

Tuition and fees are to be paid in full at time of registration for courses. The Trustees of Boston University reserve the right to change tuition charges and fees.

The university does not provide housing for students but is able to advise students seeking accommodations. There is generally an ample supply of apartments in Brussels.

FINANCIAL ASSISTANCE

Tuition scholarships will be awarded within funding limitations on the basis of academic merit and financial need. Application information is available from the administrative office listed below.

CORRESPONDENCE

For further information, write or call
Vrije Universiteit Brussel/Boston University
17A Avenue de la Toison d'Or, Bte 69
1060 Brussels, Belgium
Telephone: 02-511-18-06

BOWLING GREEN STATE UNIVERSITY

BOWLING GREEN, OHIO

Bowling Green State University is located just south of Toledo, Ohio, in a county seat of 20,000 people. Facilities available to the graduate student include a contemporary nine-story library and a well-equipped university computer center. The center's IBM 360/75 computer with terminals in the business administration building offers the most current methods in information processing to the student. The College of Business Administration building also features the latest equipment for management education including closed-circuit television, behavioral laboratories, and special lecture rooms with student response systems.

The university operates on the quarter plan along with two five-week summer sessions. Students may enter at the beginning of any academic term. The graduate programs may be completed on a full-time or part-time basis; courses are offered in both day and evening schedules. Each student's program is individually designed in any program of study.

PROGRAMS OF STUDY

The Master of Accountancy is a professional degree program designed to provide candidates with technical and theoretical education in accounting at the graduate level. The program fulfills both immediate and long-run objectives: preparation for the Certified Public Accountant examination, if desired, and studies in depth in specialized areas of accounting and related disciplines, which may be elected to prepare the student for any of the facets of the accounting profession. Graduates of an accredited school of business administration, with concentration in accounting, may complete the degree in one academic year. For graduates in other fields, the program may require up to two years, depending upon undergraduate background.

The Master of Business Administration (M.B.A.) program's broad, integrated curriculum provides the student with an understanding of the major facets of business operations. Tool courses (managerial accounting, statistics, organization behavior, and operations research) prepare candidates for management courses in the functional areas: marketing, finance, and operations. Synthesizing courses in economic policy and business policy, and a business research project complete the core. Beyond the core, the student may design his program to abet his educational and career objectives by pursuing studies in accounting, economics, finance, information systems, international business, management, marketing, operations research, statistics, and other options. For the student who is able to devote full time to the M.B.A. degree program, the amount of time required will vary from one to two calendar years, depending upon his background of experience and training.

The Executive M.B.A. Seminars are a unique seminar series leading to the M.B.A. degree. They comprise a rigorous, concentrated, and centralized program resulting in the M.B.A. degree after completion of six two-week seminars over a three-year period. Candidates must be nominated by their employers and should hold substantial responsibility in their own organizations. Diverse educational backgrounds and career patterns are sought for this program, and a class might include corporate vice presidents and other senior executives, controllers, mid-level managers, engineers, and technical directors.

The Master of Science in applied statistics is a program to develop statistical proficiencies at both the theoretical and applied levels to prepare the candidate for service in education, government, or business, or to pursue additional graduate work in statistics at the doctoral level.

The Master of Organizational Development program provides an effective framework for research and study and is aimed directly at the skill and knowledge requirements of the professional manager to organize and maintain human resources for highest performance. The program is designed to be completed on the manager's own time by providing alternative periods at school with periods at work.

ADMISSION

The basic requirements for admission are a bachelor's degree from an accredited college or university, an undergraduate record which indicates an ability to complete the graduate program successfully, and satisfactory scores on the Graduate Management Admission Test (GMAT).

No previous work in business or economics is required. Students with nonbusiness backgrounds must be prepared to take a longer period of time to complete the program than those with a background in business.

EXPENSES

Per quarter (subject to change)

Instructional fee	$440
General fee	96
Room and board (dormitory minimum)	482
Textbooks, cases, and supplies (estimated)	100

Out-of-state students are charged an additional fee of $454. Most graduate students choose off-campus housing, which is adequate in the community.

FINANCIAL ASSISTANCE

Both teaching and nonteaching graduate assistantships are available from the university in amounts ranging from $1,700 to $3,400 for an academic year. Most positions permit registration for approximately 12 hours of graduate work per quarter and provide a waiver of instructional and nonresident fees. Formal application for an assistantship should be submitted before March 1 preceding the desired academic year of appointment.

PLACEMENT

An outstanding placement office is maintained continuously by the university. Businesses throughout the United States and Canada as well as governments and other institutions send interviewing representatives to the university.

CORRESPONDENCE

For further information, write or call

Director
Graduate Studies in Business
Bowling Green State University
Bowling Green, Ohio 43403
Telephone: 419-372-2488

College of Business Administration

BRADLEY UNIVERSITY

PEORIA, ILLINOIS

Bradley University was founded in 1897 by Mrs. Lydia Moss Bradley. Privately endowed, it has an enrollment of approximately 4,800 students. The College of Business Administration enrolls approximately 800 students. The Master of Business Administration (M.B.A.) program is approaching an enrollment of 100 students.

The Bradley University campus is located in Peoria, Illinois, a city of 130,000 midway between Chicago and St. Louis. The Peoria metropolitan area is the second largest in the state with a population of more than 350,000.

Murray M. Baker Hall houses the facilities for the College of Business Administration. It has a variety of facilities to serve the needs of the students. The university has excellent computer facilities. Dormitory housing is available for single students, and university apartments or university-approved apartments and rooms are available in nearby residences. The M.B.A. program is open to both full- and part-time students. Twenty-five M.B.A. degrees are conferred each year. Class sizes range from 20 to 50.

PROGRAM OF STUDY

The M.B.A. program has a strong management orientation emphasizing the role of the manager as a decision maker as well as one who deals with and accomplishes goals through people. The 36-credit-hour core program focuses on management in functional areas; integration is achieved through two policy courses.

The curriculum normally involves a minimum of two years for students with an undergraduate degree outside business. Prerequisites may be satisfied through special pre-M.B.A. courses, study modules, and examinations, as well as undergraduate courses. Students who majored in business as undergraduates may complete the program in three semesters.

The management core consists of work in operations research, accounting, economics, management theory, finance, marketing, operations, and social and business policy. Students may elect two courses either for the purpose of some specialization or to add breadth to their background. Courses outside business may be elected with permission of the student's adviser.

Various instructional modes are used; the case method, problem analysis, group discussions, and computer simulations supplement the traditional lecture method. All courses are offered in the evening.

ADMISSION

Applicants must have a baccalaureate degree from an accredited institution and must arrange for an official transcript to be sent to the Graduate School Office. The Graduate Management Admission Test (GMAT) is required of all applicants. Students seeking admission should submit an application not less than four weeks in advance of the beginning of a term. Varied criteria are used in selection, and an attempt is made to treat each applicant on a highly individual basis.

EXPENSES

Estimated expenses are as follows:

Application fee	$ 15
Tuition, full-time, per semester	1,826
Tuition, part-time, per credit hour	100
Room, per semester (minimum)	500
Meals, per semester (estimated)	500

FINANCIAL ASSISTANCE

Graduate assistantships are available. Applications must be received by March 1 or November 1 for full consideration. Assistantships range in value from tuition remission only up to stipends of $3,000.

Research assistants work directly with faculty members on creative projects. Work requirements range from 10 to 20 hours per week.

Loans and scholarships are also available.

PLACEMENT

Graduates of the M.B.A. program receive individual attention in their career planning activity. The Placement Center has an extensive library of employer information.

Honor students of the program may qualify for the coveted summer intern opportunities. These employment opportunities often lead to permanent positions.

CORRESPONDENCE

For additional information on the M.B.A. program at Bradley, write to

Graduate School Office
Bradley Hall
Room 118
Bradley University
Peoria, Illinois 61625

BRIGHAM YOUNG UNIVERSITY

PROVO, UTAH

Brigham Young University, established in 1875 and sponsored by The Church of Jesus Christ of Latter-day Saints (Mormon), is a coeducational institution established for the purpose of promoting high standards of scholarship, the development of religious faith, high moral character, and responsible citizenship. Brigham Young University has a student body of 26,000 from all 50 states and 70 foreign countries. Instruction is offered in over 150 different subject areas by the university's 15 colleges and graduate schools. The campus has 165 buildings with 4 major buildings in the planning or construction stage.

The Master of Business Administration (M.B.A.) and the Master of Accountancy (M.Acc.) programs are accredited by the American Assembly of Collegiate Schools of Business. The Institute of Public Management's Master of Public Administration (M.P.A.) program is listed by the National Association of Schools of Public Affairs and Administration (NASPAA) as meeting graduate study guidelines for the M.P.A degree.

PROGRAMS OF STUDY

The M.B.A. degree requires four semesters of full-time study. The curriculum has been designed to achieve the two-fold task of giving the student (1) a general management education and (2) depth in area(s) bearing specifically on personal professional interests. Students who complete the program will have (1) acquired an understanding of business and management tools and principles that have significance in a changing environment, (2) developed advanced knowledge in a field of concentration, (3) achieved an understanding of the utilization of quantitative methods and behavioral sciences in the solution of business problems, (4) obtained skills in critical analysis and careful reasoning, and (5) strengthened ability to communicate effectively.

The M.P.A. degree is awarded upon completion of 64 semester hours of approved graduate credit. The M.P.A. degree is a two-year professional degree supported by studies in (1) administrative and organization analysis, (2) political environment of public administration, (3) interpersonal behavior, (4) public policy and decision making, (5) public finance and personnel administration, (6) quantitative methods for decision making, and (7) hospital administration.

The M.Acc. degree is awarded upon completion of a three-year professional program which normally begins in the junior year of the undergraduate program and which culminates at the end of the fifth year in the Graduate School of Management. Students entering the M.Acc. program with a bachelor's degree in accounting will ordinarily complete the program in less than three years. Students in the program receive training in the areas of financial/audit, management accounting, management advisory services, and taxation.

Organizational behavior is a relatively new professional field of study and practice, dedicated to creating compatibility between organizational goals and human values. Emphasizing the applied behavioral sciences, this two-year professional master's degree program is designed to prepare those people who plan to pursue careers in organizational development, management training, or personnel administration—in business, education, public administration, or hospital administration. The program develops professional skills in areas such as decision making, leadership, motivation, organization design, and management of conflict and change.

ADMISSION

Applicants to the programs are carefully evaluated in four areas: (1) previous academic performance (minimum of 3.0 on a 4.0 scale); (2) completion of the bachelor's degree (except for students applying to the Master of Accountancy program); (3) test scores on the Graduate Management Admission Test; and (4) work experience, extracurricular activities, leadership potential, motivation, and maturity. Programs actively recruit good students from a large number of different undergraduate majors. Programs should be contacted directly for specific requirements

Application deadlines are February 15, financial aid applications; April 15, foreign student applications (Foreign students should contact the International Students Office for special requirements); June 15, university's final date for application.

In accordance with the beliefs of The Church of Jesus Christ of Latter-day Saints, all students are expected to maintain high standards of integrity and morality during their period of residence. Students are also expected to abstain from the use of alcohol, tobacco, and drugs.

EXPENSES

Estimated expenses for single students:

Nonrefundable application fee	$ 25
Tuition	1,560
Room/board (on campus)	1,500
Books and supplies	450
Personal expenses	650

A nonmember of The Church of Jesus Christ of Latter-day Saints pays $2,340 tuition. This disparity is similar to the higher tuition that the graduate schools of state universities charge to nonresidents.

Expenses for married students will vary with family size.

FINANCIAL ASSISTANCE

The Graduate School of Management provides financial aid through the following: GSM Scholarship Fund, private scholarship donations (to the GSM), assistantship awards, and loan assistance.

PLACEMENT

The Graduate School of Management utilizes the University Placement Center, as well as a GSM placement coordinator, to assist both students and alumni in finding suitable positions. Each year more than 400 firms and agencies interview on campus.

CORRESPONDENCE

For further information, write or call

Brigham Young University
Graduate School of Management
154 JKB
Provo, Utah 84602
Telephone: 801-378-4121

BRYANT COLLEGE

SMITHFIELD, RHODE ISLAND

Bryant College, founded in 1863, prepares men and women to take an active part in our culture and society and to progress by their own competence toward leadership positions in the world of business and public service. The Graduate School is located on Bryant's campus in suburban Smithfield in its ultramodern unistructure. The campus is only 15 minutes from Providence.

PROGRAMS OF STUDY

The graduate Master of Business Administration (M.B.A.) evening programs, full-time and part-time, on- and off-campus, provide undergraduates and mature employed persons with the advanced academic background necessary for increased responsibilities and leadersnip in the business world. Faculty, curriculum, methods of instruction, and facilities provide knowledge, develop skills, and foster attitudes essential for the individual to maximize his potential. There are 1,240 graduate students in the Bryant programs.

Candidates who fulfill the graduate foundation requirements can attain the M.B.A. degree in an extended year of full-time study or in two years of part-time study. The academic year comprises fall and spring semesters and two summer sessions. Students must maintain a cumulative average of B (3.0 on the 4.0 system) to maintain their status as degree candidates.

The M.B.A. with a concentration in management comprises eight graduate advanced management courses including four electives, and, if needed, up to eight graduate foundation courses. The required advanced core includes financial management, marketing management, quantitative analysis, theory of the business firm, computer and scientific management, business organizations and their environment, organizational theory and behavior, and integrated management (decision making).

The M.B.A. with the accounting concentration is primarily intended for accounting majors who desire to prepare themselves for careers in public accounting as well as for the C.P.A. exam. The professional managerial courses will be of great value to accounting majors who wish to prepare themselves for private accounting. This concentration is also open to nonbusiness majors. The accounting concentration includes 12 graduate advanced courses, comprising 2 accounting courses, 6 management courses, and 2 accounting electives and 2 management electives. Candidates may need undergraduate courses in accounting and taxes, as well as graduate foundation courses. The required advanced core includes controllership, advanced accounting theory and practice, financial management, quantitative analysis, computer and scientific management, business organizations and their environment, organizational theory and behavior, and integrated management (decision making).

The M.B.A. with a concentration in public management is designed to educate and train professional practitioners for executive employment in public and private service agencies. It includes a minimum of 36 semester hours of graduate advanced courses and, if necessary, up to 21 hours of foundation courses. The public management courses include public policy formulation and implementation, theory of public service, public law, and a public service practicum. The management courses include quantitative analysis, the computer and scientific management, organizational theory and behavior, accounting for nonprofit activities, communications for management, the terminal decision-making course, and one elective.

The Master of Science in Taxation (M.S.T.) provides a framework of technical and professional knowledge which will assist students in developing the expertise needed to understand the difficult and complex tax structure. It includes a comprehensive study of the tax code, revenue rulings, cases, and regulations. The program also prepares graduate students to become professional tax consultants or to staff tax positions in private enterprise and public service. The diversified program of five required and five elective courses will give graduate students a solid foundation on which to build their tax expertise.

Tax candidates, except holders of a J.D. degree or a C.P.A., must attain acceptable scores on the Graduate Management Admission Test. They should also have a minimum of two years of tax experience prior to entering the M.S.T. program.

ADMISSION

Admission requirements comprise

- a bachelor's or a graduate degree from an accredited institution,
- acceptable scores on the Graduate Management Admission Test (For public management candidates, the Graduate Record Examinations may be substituted), and
- an interview.

The following should be sent to the Graduate Office:

- completed application,
- official transcripts of all undergraduate and graduate study,
- GMAT or GRE scores, and
- letters of recommendation (optional).

EXPENSES

Application fee, nonrefundable	$20
Tuition, per credit hour	66
In-residence fee	15

PLACEMENT

Active career planning and job placement services are available to all graduate students and alumni. Many corporations and government agencies visit the campus to interview students. There is no charge for these services.

CORRESPONDENCE

For further information on graduate programs at Bryant, write or call

Dean of the Graduate School
Bryant College
Smithfield, Rhode Island 02917
Telephone: 401-231-0066

BUTLER UNIVERSITY

INDIANAPOLIS, INDIANA

Butler University, founded in 1855, is a private, nonsectarian, medium-sized, coeducational institution, located on a campus of 385 acres in a residential area on the northwest side of Indianapolis. It has offered degree programs in business administration since 1937 and the Master of Business Administration (M.B.A.) since 1962. Indianapolis, the capital of Indiana, is a source of great recreational and cultural activity for Butler students. Numerous parks, theaters, restaurants, and other facilities are within easy reach of the campus population. Other attractions include the famed 500-mile Race Track, the Indianapolis Art Museum, a major new convention center, and a new indoor sports arena. Butler University is the permanent home of the Indianapolis Symphony Orchestra. The National Company of the Metropolitan Opera, the American National Opera Company, and the Harkness Ballet have all been in residence on the campus at the magnificent Clowes Memorial Hall. The $15-million endowed Holcomb Research Institute is also on the campus and focuses its research attention on problems of the environment.

The College of Business Administration is a member of the American Assembly of Collegiate Schools of Business.

PROGRAM OF STUDY

The Master of Business Administration degree is a professional degree which aims to prepare people for managerial positions insofar as that can be done academically. The program introduces the student to a body of fundamental knowledge and to a number of analytic tools which are applicable to the solution of business problems, and schools him in the scientific approach to such programs through application of the foregoing knowledge and tools to business situations requiring a reasoned solution. The basic knowledge and analytic tools fall into four groups: (1) the handling and interpretation of quantitative data, largely through accounting and statistical techniques; (2) administration and the closely allied subject of interpersonal relations; (3) the major functional areas of business (production, marketing, and finance) and their interrelationships; and (4) economic analysis and its application both to the internal management of the firm and other parts of the economic system such as labor and government.

Applicants for the M.B.A. program need not have done their undergraduate work in business administration; in fact most of those currently enrolled hold degrees in engineering, science, or liberal arts.

The minimum general requirements for the M.B.A. degree are a B average in the graduate courses taken (39 semester hours). Up to six hours in a related field may be chosen from the offerings of other colleges of Butler University, and up to nine hours may be accepted from recognized graduate schools of business administration. The specific requirements for the Master of Business Administration follow.

These three-hour courses constitute the standard program: financial accounting, managerial accounting, statistics and analysis, business economics, national income analysis, public policies toward business, behavioral principles of management, production theory, marketing management, financial management, business policy, and six hours of electives.

Students whose undergraduate work does not include certain introductory courses in economics, accounting, statistics, and mathematics will be required to make up these deficiencies. Students whose previous work has included courses similar to any of the foregoing graduate courses should consult the graduate adviser concerning the substitution of other graduate courses. Students whose backgrounds qualify them to pass over a significant amount of the foregoing graduate work are encouraged to enter an alternative program including a thesis and involving less course work. They should consult the graduate adviser concerning this program.

ADMISSION

Candidates must hold a baccalaureate degree from an accredited institution. Admission to the M.B.A. program is based upon undergraduate grades, scores achieved on the Graduate Management Admission Test (GMAT) required of all candidates, and in the case of foreign students, scores of the Test of English as a Foreign Language (TOEFL). Minimum requirements for admission are 2.75 on a 4.0 scale for four years of undergraduate work, 475 score on the GMAT, and 500 score on TOEFL. Applicants are requested to complete an admission application. The student should arrange for two copies of each official transcript of college work to be sent by the institutions to the Butler University Office of Admissions. Students should also arrange for a copy of GMAT and TOEFL scores to be sent by the testing institution to the Dean of the College of Business Administration, Butler University.

Entering students can be admitted and begin course work in fall, spring, and summer semesters.

EXPENSES

Tuition rates are $50 per credit hour for the evening and summer divisions and $134 per credit hour for the day division. There is a $15 application fee.

PLACEMENT

A full-time placement service is available to graduate students in business. Many employers visit the campus to conduct employment interviews throughout the fall and spring semesters.

CORRESPONDENCE

For additional information, please call or write

Dean
College of Business Administration
Butler University
Indianapolis, Indiana 46208
Telephone: 317-283-9221

CALIFORNIA LUTHERAN COLLEGE

THOUSAND OAKS, CALIFORNIA

California Lutheran College (CLC) is a liberal arts college located in Thousand Oaks, California. Situated in suburban Ventura County only 40 miles northwest of Los Angeles, the college draws upon the vast cultural, professional, recreational, and social opportunities of one of our nation's largest cities. Near the campus are significant industrial and research centers concentrating on electronics and space exploration.

PROGRAM OF STUDY

The basic purpose of the graduate program in business administration is to provide students with the education and training for careers as professional managers in the environments of business, education, government, religious organizations, and service agencies. The program is designed to provide a liberalizing influence on the art and science of management which will develop innovative and responsible leadership. It is hoped that this imaginative leadership will not only bring about the most efficient use of the resources available but also the fulfillment of its members and the society which it serves.

To accomplish these objectives, all students will be involved with the common body of knowledge characteristic of all the environments of leadership including

- an understanding of the economic, legal, political, and social strategic factors;
- an understanding of the concepts, processes, and institutions in finance, production, and distribution;
- a basic understanding of the concepts and methods of accounting, quantitative methods, and information systems;
- an understanding of organization theory, interpersonal relationships control and motivational systems, and communications;
- a study of administrative processes under conditions of uncertainty including integrating analysis and policy determination at the management level;
- an understanding of ethical values and systems with emphasis on their use in the decision-making process.

There are certain general characteristics that apply to the CLC graduate-degree program. They constitute the larger context in which the degree is offered. The program is conceived as leading to a terminal master's degree, not preparation for doctoral specialization. This would not preclude a student's later pursuit of a doctorate, but neither would it provide specific preparation for doctoral work.

The program is not essentially sequential or hierarchical in structure but may be entered at many points. Thus, the program will not require the cumulative addition of new courses and repetition of earlier courses each year. The program will be developed for each individual on the basis of assessment as perceived by the individual and the college and will give full cognizance to the utilization of the uniqueness of the individual as well as his personal and vocational goals.

Courses are offered during fall, spring, and summer semesters. Since most students are full-time professional employees, classes are scheduled for late afternoon and evening hours.

A program of 36 semester units of course work is required for the M.B.A. degree. Additional course work may be required in individual cases. Normally, required courses include quantitative methods, managerial economics, managerial accounting, organizational theory and development, behavioral sciences for management, social ethics, law for business executives, and marketing theory or financial principles and policies.

ADMISSION

Admission to the degree program is contingent upon approval of the faculty committee and is limited to students who have demonstrated sound scholarship in their undergraduate program. Successful professional experience or demonstration of promise of development through graduate study is considered for admission. Application for admission to graduate studies should be submitted at least 30 days prior to the term in which the applicant wishes to begin graduate work. Official transcripts of all prior college work should be submitted. Candidates should also submit scores from the Graduate Management Admission Test (GMAT) and, if applicable, the Test of English as a Foreign Language (TOEFL) and arrange for an interview with the director of the program. A foundation program for those who do not have academic or work experience in economics, business administration, or management should be completed before the student enters the M.B.A. program. If the applicant meets all the requirements for admission to the M.B.A. graduate program, he will be granted regular graduate standing. If he does not meet all the criteria, he may under certain circumstances enroll in graduate courses.

EXPENSES

Tuition for 1980-81 was $75 per semester credit for all students. A $10 administrative fee is also charged each semester. Room and board on campus for graduate students is very limited. The college will assist students in locating housing in the community.

FINANCIAL ASSISTANCE

Limited aid is available through loans and part-time employment. California residents may qualify for state fellowships.

PLACEMENT

The Career Planning and Placement Center is available to assist students in realizing their career objectives and to aid them in finding part-time employment.

CORRESPONDENCE

For further information on graduate studies, write

Director
Graduate Program in Business Administration
California Lutheran College
Thousand Oaks, California 91360

CALIFORNIA POLYTECHNIC STATE UNIVERSITY

SAN LUIS OBISPO, CALIFORNIA

Cal Poly's methods of education and dedication to occupationally-centered curricula have created for the university a distinctive role in higher education. Its statewide and national reputation has made it one of the most popular campuses in California. Cal Poly is particularly noted for its special emphasis on and excellence in such applied fields as agriculture, architecture, business, engineering, and science and mathematics.

The Cal Poly campus consists of over 5,000 acres adjacent to San Luis Obispo, a community of 35,000 located on U.S. Highway 101, midway between San Francisco and Los Angeles, and 12 miles from the beaches and marine facilities of California's central coast.

PROGRAM OF STUDY

The Cal Poly Master of Business Administration (M.B.A.) program is designed to prepare students for careers in all phases of management. The program is broad in nature, requiring advanced study and research in most business disciplines. The program is intended for full-time students from a variety of undergraduate backgrounds. It features close faculty-student relationship and limited class sizes. The primary goals of the program can be described as follows:

- To provide an integrated understanding of the principles of the various business disciplines. Cal Poly's approach to M.B.A. education is purposely aimed at fostering this integrated understanding.
- To develop an expertise in assembling and analyzing relevant facts as a basis for significant business decisions. The student should obtain analytical, planning, and forecasting skills to provide a basis for effective managerial decisions.
- To promote the ability to work with other people through an understanding of human values, motivations, and organizational structures. The student should understand the essential elements of interpersonal relations, individual and group behavior, and the design of effective organizations.

The purpose of the first year of the two-year program is to build a broad understanding of the concepts and principles of business administration. The first-year's courses comprise the material that is commonly referred to as the business core or common body of knowledge. Exceptionally well-qualified students with undergraduate business administration degrees may be exempt from the first year of the M.B.A. program. For other students, the first-year courses provided the framework for the second-year curriculum.

During the program's second year, there are three areas of emphasis to the course work. These three are: (1) the development of analytical, planning, and forecasting skills; (2) the development of skills to enhance interpersonal and organizational effectiveness; and (3) electives.

Following completion of the program, the Cal Poly M.B.A. will have acquired abilities in two somewhat diverse areas: planning skills and interpersonal and organizational skills. Very few managers excel in both areas. There is probably a natural tendency for different types of people to be proficient in only one of these areas. Those who are able to master two such diverse skills have a high probability of becoming top managers. The training of the Cal Poly M.B.A. will provide an exceptional foundation for managerial growth.

ADMISSION

The Admissions Committee selects men and women whose intellectual abilities and personal characteristics are suited for careers in management. The primary factors considered in the admission process are the applicant's (1) undergraduate academic record, (2) achievement on the Graduate Management Admission Test (GMAT), and (3) management potential as evidenced by previous work experience, community or college extracurricular activities, and evaluations of professors and/or supervisors. No specific undergraduate majors are preferred for admission to the program; however, some mathematical background is desirable. A policy of rolling admissions is followed, with the earliest decisions being made in January. Applications should be submitted by April 15.

EXPENSES

Fees of about $240 per year must be paid by students who are residents of the state of California. For nonresident students, tuition is also charged which raises the total to about $2,100 per year. (Fees are subject to change.) Books and supplies are additional expenses. Most students live off campus. There are, however, residence halls on campus which offer rooms for $900, or room and board for $2,100 per academic year.

FINANCIAL ASSISTANCE

The principal sources of financial assistance are federally funded loan programs. A large percent of Cal Poly M.B.A.'s finance part of their education in this manner. Funds are available so that a limited number of well-qualified students may supplement their financial resources by assisting faculty members with their research work. In addition, teaching assistantships are available to a few second-year M.B.A. students.

PLACEMENT

A centralized placement service is available to all students and alumni of the university providing contact with representatives of large numbers of national and regional companies. The M.B.A. Director, the faculty, and the Placement Office work together in assisting students to obtain the most suitable employment consistent with preparation and experience.

CORRESPONDENCE

For further information or to request an application, please write or call

M.B.A. Director
School of Business
California Polytechnic State University
San Luis Obispo, California 93407
Telephone: 805-546-2704

CALIFORNIA STATE COLLEGE, BAKERSFIELD

BAKERSFIELD, CALIFORNIA

California State College, Bakersfield was opened in 1970 as the nineteenth campus of the California State Universities and Colleges. The college offers a broad program of studies at the undergraduate level in the humanities, behavioral and natural sciences, and in selected professional areas, and at the graduate level in business, public administration, English, history, behavioral science, and education. Enrollment in the fall of 1980 was approximately 3,200 students, with about 300 students seeking graduate degrees in the School of Business and Public Administration.

The college is located at the southern end of the San Joaquin Valley in an area which benefits from a temperate climate. The college campus is situated in the southwest sector of Bakersfield, a community of about 190,000 population. The college's location is approximately 110 miles from Los Angeles adjacent to the California coastal region and Yosemite and Sequoia National Parks.

The college operates on a three-course, three-term plan and permits a normal student load of three courses of five quarter units each. Most of the graduate courses in the School of Business and Public Administration are scheduled during the evening hours.

PROGRAMS OF STUDY

The School of Business and Public Administration offers three types of master's degrees: a Master of Business Administration (M.B.A.), Master of Public Administration (M.P.A.), and Master of Science (M.S.) in administration and health care management. Each of these three degrees is designed to provide a broad foundation of knowledge for individuals who wish to obtain professional assignments in business, government, or the health care field.

Each of these three master's degrees requires one or two years (45 to 100 quarter units) of college study beyond the baccalaureate degree depending upon a student's prior formal education. For the M.B.A., M.P.A., and M.S. degrees, the student must complete (or have completed) an integrated foundation set of core courses or for the M.B.A. have completed a recent baccalaureate-degree program in business administration from an AACSB member school. The foundation core includes courses in statistics, economics, management, budgeting, and administrative processes in government or health care management. In the second year of the graduate component of the program, M.B.A. students must complete six required courses and three elective courses covering advanced facets of the management of modern business entities. M.P.A. and M.S. health care management students take six required courses and three electives to complete their degree programs, as well as advanced courses oriented toward public sector management and its problems. A total of 45 quarter units of graduate course work beyond the foundation requirements is prescribed for each of the M.B.A., M.P.A., and M.S. degree options. In each option, the student is required to complete a minimum of 30 quarter units of graduate course work in classes reserved exclusively for graduate students. A formal thesis is not required; all graduate courses require the student to develop specific research and communication competencies.

The graduate option in business administration seeks to conform to the standards established by the American Assembly of Collegiate Schools of Business. The option in public administration permits specialization in the areas of political science and the behavioral sciences and seeks to reinforce the knowledge of social forces essential to the public administrator.

ADMISSION

Minimum requirement for admission is a baccalaureate degree from an accredited four-year institution of higher learning, with (1) a satisfactory grade-point average (based upon a four-point scale) comprising at least one of the following: (a) a grade-point average of 2.50 in all undergraduate course work or (b) a grade-point average of 2.75 in all upper-division course work; and (2) a satisfactory score on the Graduate Management Admission Test for those selecting the business administration option or the Graduate Record Examinations for those selecting the public administration or health care management option. An overall grade-point average of 3.0 in all graduate courses applied toward the degree is required. Applications for admission to the college for the fall quarter may be submitted to the Admissions Office through the month of September, for the winter quarter through the month of December, and for the spring quarter through the month of March.

EXPENSES

Currently, for California residents a charge of up to $48 per quarter is made in fees for materials, services, and student activities. In addition, students who do not qualify as California residents pay tuition of $480 a quarter for 15 or more units or $32 per unit for less than 15. Students who are citizens or residents of a foreign country pay tuition of $480 a quarter for 15 or more units or $32 per unit for less than 15 units.

PLACEMENT

Limited funds are available for loans to needy and deserving students. Also, some graduate assistantships are available each quarter. Further information about financial assistance can be obtained from the Financial Aids Office of the college.

CORRESPONDENCE

For further information, write to

Graduate Program Coordinator
School of Business and Public Administration
California State College, Bakersfield
9001 Stockdale Highway
Bakersfield, California 93309

CALIFORNIA STATE COLLEGE, SAN BERNARDINO

SAN BERNARDINO, CALIFORNIA

California State College, San Bernardino, is one of the 19 campuses in the California State Universities and Colleges system. Students on the San Bernardino campus enjoy the intimacy of a small college, yet have available the resources of one of the largest and most progressive systems of higher education in the country.

Distinctive features of the educational program at San Bernardino include its 3/3 academic plan and the preponderance of small classes. All of the graduate classes are taught by regular faculty, and each class has a maximum of 20 students. A graduate student is considered a full-time student by taking two courses each quarter. Each course offers five quarter units of credit and meets four hours per week which gives further opportunity for student research and in-depth study of specific topics.

PROGRAMS OF STUDY

The School of Administration offers two separate graduate degree programs: the Master of Business Administration (M.B.A.) and the Master of Public Administration (M.P.A.). Both programs provide course flexibility to prepare for a career in administration in the private or public sector. The major objective is to provide the student with the tools of decision making, an understanding of the total administrative system, and a capacity for understanding interrelationships.

The M.B.A. program consists of nine courses including six required core courses covering the broad spectrum of management and three elective courses in a selected concentration. All of the courses are offered in the evening to allow the student to complete the program on a part-time basis. Prerequisite courses in the areas of economics, mathematics, and management are required prior to taking M.B.A. courses. Each applicant is advised on an individual basis regarding deficiencies and given an opportunity to meet prerequisite requirements through course work, credit by examination, or waiver based upon work experience.

The minimum general requirements for the M.B.A. degree are a B average in graduate courses and a passing grade on a comprehensive examination covering the concentration field.

ADMISSION

Applicants must hold a baccalaureate degree from an accredited institution. In addition, admission to classified graduate standing requires the following combination of grade-point average (GPA) and test score on the Graduate Management Admission Test (GMAT):

- GMAT score plus 200 × GPA on the last 90 sequential quarter units (60 semester units) of course work (including postbaccalaureate course work) equals or exceeds 1020.

Entering students can be admitted and begin course work in the fall, winter, or spring quarter. Summer classes are available on a limited basis.

EXPENSES

California residents pay fees of approximately $65 (1 course) to $79 (3 courses) per quarter. Foreign and nonresident graduate students pay an additional cost of approximately $240 (1 course) to $720 (3 courses) per quarter. There is also a $25 application fee.

FINANCIAL ASSISTANCE

The Office of Financial Aid at the college advises students on the availability of scholarships, loans, tuition refund plans, and part-time employment as well as procedures and qualifications to apply for such assistance.

PLACEMENT

All facilities of the Placement Office are available to M.B.A. candidates and alumni. Many national, regional, and local business firms make regular recruiting trips to the campus in search of business administration graduates.

CORRESPONDENCE

Address inquiries concerning the graduate management programs offered by the School of Administration to

Graduate Coordinator
School of Administration
California State College, San Bernardino
5500 State College Parkway
San Bernardino, California 92407

CALIFORNIA STATE COLLEGE, STANISLAUS

TURLOCK, CALIFORNIA

California State College, Stanislaus, one of the 19 California State Universities and Colleges, was founded by an act of the California Legislature in 1957 and commenced operation in temporary quarters in 1960. Following the occupancy of its permanent campus in 1965, the college entered a period of growth which has brought the enrollment to about 3,500 students. Located in the San Joaquin Valley, 13 miles south of Modesto and 102 miles southeast of San Francisco, Turlock is a stable residential community (population 20,000) offering many advantages for family living, recreation, and cultural activity.

The Division of Business Administration has primary responsibility within the college for the preparation and continuing education of business administrators. The division offers two degree programs: one leading to the Bachelor of Arts, business administration degree; the other leading to the Master of Business Administration (M.B.A.) degree. Courses in the M.B.A. program are offered during the evening only. Courses are offered both on campus and in Stockton (45 miles to the north). There are approximately 160 students enrolled in the M.B.A. program.

PROGRAM OF STUDY

The M.B.A. program is a professional graduate-level program in business and administration. The program has been established to assist professionally oriented men and women in preparing for responsible managerial and staff positions in business, governmental agencies, and other organizations, and for the recognized business professions, and to assist persons already holding responsible positions to prepare for advancement in management.

The M.B.A. program requires the completion of 30 to 51 semester units of course work. The exact requirements for each student depend upon his background and preparation. Progressing at the rate of about two courses per term, most students can complete the program in three to three and one-half years.

M.B.A. students complete the following courses:

- *M.B.A. foundation program*—Mathematics for Business, Principles of Accounting, Computers in Business, Problems in Marketing Strategy, Business Finance, Quantitative Analysis for Business Decisions, Business Economics;
- *M.B.A. advanced program*—Business Law, Environment and Ethics, Business Organization, Theory and Behavior, Marketing Management, Managerial Finance, Managerial Accounting Seminar, Quantitative Business Methods, Business Policy;
- *area of specialization*—an approved sequence of courses, tailored to meet each student's unique needs and interests, totaling a minimum of nine semester units (Students may draw upon the resources of other departments of the college, as appropriate, in developing this part of their program).

The M.B.A. program does not require a thesis; however, the opportunity to carry out a research project is made available to interested students. There is no foreign language requirement, but there is a requirement for proficiency in English. Satisfactory completion of every course is contingent upon such proficiency. No student is recommended for the M.B.A. degree unless his work demonstrates satisfactory performance in the writing of English.

Most classes are taught by full-time faculty members who have had extensive business or research experience as well as advanced academic work. The remaining classes are taught by part-time faculty members selected from other departments in the college and the surrounding business community to provide diversity and special competencies.

Instruction is offered in small classes with heavy emphasis placed on student participation. Case problem analysis, simulation exercises, group projects, lecture-discussions, independent research, role playing, field trips, and the like are all employed as effective aids to learning.

ADMISSION

Admission to the M.B.A. program is open to persons who hold a baccalaureate degree from an accredited college or university and who demonstrate potential for success in the program. The college admits qualified applicants to conditionally classified standing and classifies them when eligible. Conditionally classified students are permitted to enroll in courses in the M.B.A. foundation program. Classified standing, that is, formal admission to the M.B.A. program is a prerequisite for enrollment in courses in the M.B.A. advanced program.

To qualify for classified standing, students must demonstrate to the satisfaction of the admissions committee that they possess the potential for success in the advanced program. In making its decisions, the admissions committee is guided by each student's achievement on the Graduate Management Admission Test (GMAT), previous academic record, employment experience, letters of recommendation, and statement of career objectives.

Entering students can begin in February or September. Students may also omit one or more terms, if necessary, without incurring a penalty.

Applications should be filed approximately five months before the beginning of the term for which admission is sought—in accordance with the instructions which accompany the application form. Late applications are accepted on a space-available basis.

EXPENSES

Tuition and fees depend upon the number of units for which each student is enrolled. California residents will normally pay approximately $152-$200 per year. Out-of-state students will pay a higher fee.

PLACEMENT

The college operates an active placement program for the assistance of its students.

CORRESPONDENCE

Inquiries should be addressed to

Chairman
Division of Business Administration
California State College, Stanislaus
Turlock, California 95380
Telephone: 209-663-2287

CALIFORNIA STATE POLYTECHNIC UNIVERSITY, POMONA

POMONA, CALIFORNIA

California State Polytechnic University, Pomona is located in a rural setting on 1,300 acres of land, surrounded by rolling hills. One of the largest educational facilities in the state college system, the campus represents a blending of tile-roofed Spanish ranch buildings and modern classroom buildings. The campus is less than an hour's drive from metropolitan Los Angeles.

Cal Poly is a coeducational state institution with an enrollment of approximately 15,000. Seven departments comprise the School of Business Administration: accounting; management science and production; human resources and small business management; computer information systems; finance, insurance, and real estate; marketing management; and hotel and restaurant management. Cal Poly is accredited by the Western Association of Schools and Colleges.

PROGRAMS OF STUDY

The Master of Business Administration (M.B.A.) program provides professional education for managerial positions in business, industry, and government. The degree program also enables those students already in responsible positions to update their skills for advancement in the organization. The M.B.A. curriculum is comprehensive, and each course is planned to interrelate all functional areas of business. The specific objectives are

- to develop a better understanding of the manager's responsibilities within the firm and society;
- to assist the student in developing a an analytical approach to decision making and planning;
- to improve skills in interpersonal relations and in speaking and writing effectively and professionally; and
- to develop a sound theoretical understanding of organizational behavior and a management perspective for problem solving.

A minimum of 48 units is required for the M.B.A. degree. A student whose undergraduate degree is not in business will be expected to complete additional prerequisites in the first year of the program. The second year or degree program will vary in length depending upon the academic background of the student. The average candidate who is employed and attending Cal Poly part time can complete the program in six quarters, enrolling in two classes each quarter. The full-time student may complete the M.B.A. in one year. All core courses are offered in the evening with the majority of classes meeting one night a week. A thesis or project is optional. Students may elect a management simulation course with an advanced communications class in lieu of the thesis.

Graduate students are also offered two M.S.B.A. degree programs with options in EDP Auditing or in Business Education; each requires a minimum of 45 quarter units.

The Master of Science in Business Administration with the EDP Auditing Option is designed for students who wish to pursue a career in this area. The program is for business decision-makers, information systems technical specialists and managers, and professionals in accounting and EDP auditing. The objectives of the program are to develop an understanding of the role and scope of EDP auditing and its relationship to an organization, to develop the ability to plan and conduct audits and to report the findings, and to prepare for careers in the EDP auditing profession. A strong academic background in accounting and information systems is necessary. A thesis or project is required.

The M.S.B.A. in business education is intended primarily for those who wish to teach business subjects. The objectives of the program are to prepare students for positions as teachers in secondary schools or colleges, to prepare students to supervise business education programs in adult education or in the training department of a business frim, to develop the ability to read and conduct research, and to provide the necessary background for doctoral study. The program is designed for maximum flexibility with 12 required units in business education and 29 elective units in business, business education, and teacher preparation. Although the majority of classes are offered in the evening, some summer courses are scheduled for shorter sessions. A thesis or project is required.

ADMISSION

The M.B.A. and the M.S.B.A. programs are open to students who hold a bachelor's degree from an accredited college or university. The M.S.B.A. in business education is open to applicants with a degree in business or business education or who have teaching experience.

Admission is based upon the undergraduate grade-point average (GPA) and the score attained on the Graduate Management Admission Test (GMAT). A total of 1000 points is required using the following formula: GPA × 200 + GMAT. A minimum GMAT score of 400 is required. A Test of English as a Foreign Language (TOEFL) score of 550 is required for foreign students.

An applicant who wishes to register for graduate study must file application forms and be accepted by the office of Admissions and Records. In addition, two sets of official transcripts must be received by the college no later than four weeks preceding the first day of scheduled classes.

EXPENSES

Fees vary with the number of units carried and are subject to change by the Board of Trustees. Resident students normally pay $60-$70 per quarter. Nonresident students will pay an additional $48 per quarter unit for up to 15 units. Housing is not available on campus for graduate students.

FINANCIAL ASSISTANCE

Students are eligible for various grants and loans administered by the college. For further information, contact the Financial Aids Office.

PLACEMENT

Many representatives from business, industry, and government recruit annually through the Career Planning and Placement Office.

CORRESPONDENCE

For further information, write or call

Dr. Madeline Currie, Director of Graduate Programs
School of Business Administration
California State Polytechnic University, Pomona
Pomona, California 91768
Telephone: 714-598-4214

CALIFORNIA STATE UNIVERSITY, CHICO

CHICO, CALIFORNIA

California State University, Chico, founded in 1887, is the second oldest state university in California. Located in the middle of the North Sacramento Valley, the town of Chico is noted for its beauty. It has a cool mountain stream, Chico Creek, which passes through the 2,400-acre municipal park occupying the center of town. The university campus is built around this park and presents one of the most beautiful campus settings on the Pacific Coast. In addition, the capital of California, Sacramento, and the financial center of the West Coast, San Francisco, are both readily available to the student.

Approximately 13,500 students are enrolled in the various programs of the university, including a total of 1,900 graduate students. The School of Business has approximately 1,600 majors, of whom 176 are Master of Business Administration (M.B.A.) students.

PROGRAM OF STUDY

The School of Business offers the M.B.A. degree, and an M.B.A. with an emphasis in accounting, at the graduate level. The M.B.A. degree has the following objectives:

- to provide an opportunity for well-qualified students from any discipline to develop a greater understanding of the process of administration in the role of the business manager in society,
- to provide a program based on a solid foundation of knowledge in both quantitative methods and the behavioral sciences and a broad program aimed at competence for general administration and management,
- to provide an underlying structure that will enable the professional business manager to develop his own personal frame of reference through which he can interpret management in a changing environment.

The M.B.A. program requires from one to two years of graduate study beyond the baccalaureate degree. The exact amount of work, 30 to 60 semester units, will depend upon the student's background. The first-year courses are designed to provide the nonbusiness graduate with an understanding of the basic functions of management. The second year of study is designed to provide an in-depth investigation of business while providing sufficient flexibility so that students may better meet their own professional objectives.

It is the policy of the School of Business to maintain small classes at the graduate level. By maintaining small class size, the learning relationship between the professor and the student is amplified to the benefit of both parties.

A final research project is required of all M.B.A. students. This project is not of the magnitude of a thesis. However, it does require an original investigation in a particular business specialization.

ADMISSION

The Master of Business Administration program is open to qualified students who hold a bachelor's degree in any field from an accredited four-year college or university.

Admission to the M.B.A. program is based upon the student's ability to perform at a satisfactory level. For most students this ability will be demonstrated by their grade-point average and their scores on the Graduate Management Admission Test (GMAT). The minimal requirements for admission to the program are as follows:

- grade-point average for the last 30 hours of work . . . 3.00
- grade-point average for the last 60 hours of work . . . 2.75
- Graduate Management Admission Test total score . . 500

A student who presents ample justification in relation to a deficiency in either the grade-point average or GMAT scores may satisfy admission requirements by achieving a satisfactory value on an admission index. This admission index incorporates the verbal and quantitative scores on the GMAT, the undergraduate grade-point average for the last 60 units, and an index of the undergraduate institution's relative performance on the GMAT.

Once admitted to the program, the student must maintain a grade-point average of 3.00 (B) for all work attempted. The student must complete all work for the M.B.A. within a seven-year period.

Application for admission to the program should be submitted to the Graduate School Admissions Office. Fall semester applications should be submitted between November 1 and March 1 of the previous year. Spring semester applications should be submitted between September 1 and November 15 of the previous year.

EXPENSES

California residents have a charge of up to $110.50 per semester for materials and services, student activities, and university union. In addition, students who do not qualify as California residents pay tuition of $900.00 per semester for 15 or more units of work and $60.00 per unit for less than 15 units. Students who are citizens or residents of foreign countries also pay $900.00 per semester for 15 or more units and $60.00 per unit for less than 15 units.

FINANCIAL ASSISTANCE

Limited funds are available for loans to needy or deserving students through the Student Aids Office. In addition, a limited number of graduate assistantships are available each semester. Application forms are available from the School of Business.

PLACEMENT

Many national and regional firms send recruiters to California State University, Chico to interview graduate students who are completing their work. The University Placement Office is available to aid both the student and the interviewing firm.

CORRESPONDENCE

For additional information, please write

Graduate Coordinator
School of Business
California State University, Chico
Chico, California 95929

CALIFORNIA STATE UNIVERSITY DOMINGUEZ HILLS

CARSON, CALIFORNIA

California State University Dominguez Hills is one of the 19 campuses in the California State Universities and Colleges system. The university is divided into five schools and has a current enrollment of approximately 5,200 full-time equivalent students.

The Master of Business Administration (M.B.A.) program started in the spring quarter of 1972. Enrollment in the fall quarter 1980 was approximately 400 students. The M.B.A. program is housed in the School of Management. Classes are scheduled in the evening and on Saturday. While most students attend part time, the program is designed to accommodate the full-time student as well.

PROGRAM OF STUDY

The Master of Business Administration program is designed to meet the professional needs of two groups: recent college graduates who plan careers in business and college graduates already employed who desire to extend their business understanding and potential. The focus of the program is on the management function; all parts of the program relate to decision making within the corporate enterprise. The program is divided into two phases, and the course of study leading to the M.B.A. involves the successful completion of between 48 and 80 quarter units of course work with a grade-point average of 3.0 (B) or better. Students with a baccalaureate in business administration will be admitted automatically to phase II. All other students will have their records evaluated, and credit will be granted for equivalent phase I course work satisfactorily completed at other colleges and universities. The program consists of the following courses:

PHASE ONE (32 units required)

BUS 400	Legal and Social Aspects of Business	(4)
BUS 410	Management Theory	(4)
BUS 421	Statistical Analysis for Business	(4)
BUS 431	Principles of Accounting	(4)
BUS 451	Marketing Systems	(4)
BUS 461	Financial Management	(4)
BUS 471	Introduction to Information Systems	(4)
ECO 401	General Economic Theory	(4)

PHASE TWO (45-48 units—32 units required)

BUS 413	Foundations of Human Behavior in Organization	(4)
BUS 423	Operations Analysis	(4)
BUS 433	Managerial Accounting	(4)
BUS 443	Production Operations	(4)
BUS 452	Marketing Management	(4)
BUS 463	Financial Decision Analysis	(4)
BUS 483	Managerial Economics	(4)
BUS 493	Seminar in Business Policy	(4)

Electives (13-16 units)

BUS 415	Seminar in Multinational Business	(4)
BUS 416	Seminar in Management	(4)
BUS 417	Seminar in Industrial Relations	(4)
BUS 419	Human Resources Administration	(4)
BUS 435	Selected Topics in Accounting	(4)
BUS 465	Seminar in Finance	(4)
BUS 475	Management Information Systems and Data Base Concepts	(4)
BUS 487	Seminar in Business Forecasting	(4)
BUS 495	Directed Study	(1-4)

ADMISSION

Eligibility is determined by an AACSB formula based on a combination of the undergraduate grade-point average (last two-year minimum of 2.5) used in conjunction with the Graduate Management Admission Test score (minimum 425) for a total of 1000 (two-year grade-point average) points.

EXPENSES

As of the fall quarter 1980, fees for full-time students were $91 per quarter for residents of California and $691 per quarter for nonresidents. For nonresident students carrying less than a 15 quarter-unit load, the fee was $40 per unit. Fees for part-time students who were residents of California were $40 for 1.0 through 6.0 units; $50 for 6.1 or more units. Fees are subject to change without prior notice by the Board of Trustees.

The university does not provide housing on campus. The Office of Student Activities provides assistance in finding living facilities for students.

FINANCIAL ASSISTANCE

Limited financial assistance is available. Students may apply to the Office of Financial Aid for work-study jobs, loans, and scholarships.

PLACEMENT

The university offers a placement service to assist students seeking jobs in the fields of business, industry, government, and teaching. In addition, the Placement Office offers vocational counseling and a career planning service.

CORRESPONDENCE

Information concerning the Master of Business Administration program may be obtained from

M.B.A. Coordinator
School of Management
California State University Dominguez Hills
Carson, California 90747

CALIFORNIA STATE UNIVERSITY, FRESNO

FRESNO, CALIFORNIA

California State University, Fresno is one of the oldest of the 19 California State Universities and Colleges. It is situated in a metropolitan area of 400,000 persons in the business, industrial, and agricultural center of the San Joaquin Valley, almost equidistant from San Francisco and Los Angeles. The college has been authorized to confer master's degrees in business since 1949. The college is coeducational, with an enrollment of approximately 15,000 students. The School of Business and Administrative Sciences is fully accredited by the American Assembly of Collegiate Schools of Business.

PROGRAMS OF STUDY

The M.B.A. program is designed to prepare students professionally for responsible careers in the management of business enterprises and other organizations, including public corporations, educational systems, and nonprofit institutions. The degree is conferred upon satisfactory completion of a two-year program of study or its equivalent.

The first year is designed for students holding the bachelor's degree in some field other than business. Students with a bachelor's degree in business or equivalent preparation may enter directly into the second-year program. Students whose undergraduate work includes some of the courses normally required in the first-year program may have their total program reduced. The first year consists of a core curriculum and includes accounting, business law, computer science, economics, finance, management, marketing, operations analysis, and statistics.

The second year of the program provides opportunity for advanced and specialized study. Six specific seminar courses are required: business research, organizational behavior, managerial economics, accounting control and reporting, quantitative methods, and business policy. The balance of the program is elected by the student with the approval of the graduate advisor. For students who wish an M.B.A. with an emphasis in agricultural business, courses in agricultural management, marketing, and policy are available in cooperation with the School of Agriculture.

The M.S. program is designed for the student who wishes to specialize in a specific area of business. The student may concentrate on such fields as accounting, marketing, finance management, health care management and quantitative studies. A minimum of 30 units may be completed for the M.S. degree. Students enrolling in the M.S. program must have completed the first-year core curricula as outlined above for the M.B.A. degree.

Instructional methods include lecture, seminar, case study, and field work. Because of the professional nature of the program, the student has an option of a management project or thesis, or a comprehensive examination.

The college operates on a semester system, with a regular six-week summer school and a three-week postsession. In addition, graduate and undergraduate courses are given in the late afternoon and evening during the regular school year. Students may attend on a full-time or part-time basis.

ADMISSION

An applicant for admission to graduate standing must hold a bachelor's degree from an accredited institution and meet the following criteria:

- a minimum overall undergraduate grade-point average of 2.75 or 3.0 on the last 60 units and
- a minimum score of 475 on the Graduate Management Admission Test. Foreign students must also obtain a score of 500 or more on the Test of English as a Foreign Language.

EXPENSES

Approximate fees including materials and services, Student Association, College Union, and health services are as follows:

1-6 units	$208
7 and over units	246
Tuition	
California residents	None
Out-of-state residents, per unit	72
Foreign students, per unit	72
Board and room	1,700-2,200
Books and supplies	120-175

FINANCIAL ASSISTANCE

A number of graduate assistantships are available through the school to provide graduate students with part-time employment offering practical experience in fields related to their advanced study. Under close supervision, the student assists a regular faculty member with various professional and technical duties generally associated with the area of his graduate course work.

A limited number of scholarship and loan funds are available. The university participates in the federal loan program, and veterans and rehabilitation benefit programs are available. Because of the limitations on scholarship funds and the difficulties of repaying loans, foreign students should be prepared to meet their own expenses. There are also opportunities for part-time employment on campus as well as in the Fresno area.

PLACEMENT

The placement office assists graduate students in securing part-time as well as full-time employment.

CORRESPONDENCE

For further information, write to

Director, Business Graduate Program
School of Business and Administrative Sciences
California State University, Fresno
Fresno, California 93740

CALIFORNIA STATE UNIVERSITY, FULLERTON

FULLERTON, CALIFORNIA

California State University, Fullerton is one of 19 institutions in the publicly supported California State Universities and Colleges system. The Fullerton campus was established in 1957, and the School of Business Administration and Economics offered its first formal classes in 1959. The campus is strategically located on the periphery of Los Angeles, one of the largest metropolitan areas in the nation. The suburban location of California State University, Fullerton is within easy driving distance of beaches, mountains, deserts, and the cultural centers of the Los Angeles metropolitan area.

The university has an enrollment of about 21,000 students. Graduate students as a group comprise 20 percent of the total student body. The School of Business Administration and Economics enrolls about 500 graduate students, the majority of whom are part-time students pursuing the Master of Business Administration (M.B.A.) degree.

The university's computer center, the school's minicomputers, and many on-line terminals provide ample computing power to satisfy most student and faculty research needs. The university system's distributed computing network and the school's arrangements with private industry offer computing capability for more demanding projects. The university library, the libraries of the surrounding universities, and the statewide, interlibrary loan system are all available for graduate research.

PROGRAMS OF STUDY

There are two programs leading to the Master of Business Administration degree—a short program and a long program. The long program is a broad integrated program designed for students without an undergraduate degree in business. The first part of the program lays the foundation for the student, then advanced seminars explore the functional and operational areas in depth. The short program is an integrated program designed for students who have completed an undergraduate degree in business administration and desire to continue study in their area of specialization. Students not only take further study in functional and operational areas but also devote 15 semester hours of course work to an area of specialization chosen from accounting, economics, finance, international business, management, marketing, or quantitative methods. The terminal evaluation required for the M.B.A. degree is BAE 596, M.B.A. Management Game, a computerized management game.

The school's graduate programs are specifically designed for the part-time, late afternoon, and evening student who is employed full time. It is expected that the student enroll in no more than six units a semester on this basis. The candidate should then be able to complete the short program in two and one-half years or the long program in approximately five years. Summer work can shorten these projections.

ADMISSION

Admission to the M.B.A. program requires the following:

- a bachelor's degree from an accredited institution,
- satisfactory combination of grade-point average (GPA) and score on the Graduate Management Admission Test (GMAT). The combination of GPA and GMAT must yield a score of at least 950 according to one of the following formulas: (A) if overall undergraduate GPA is at least 2.5 and GMAT score is at least 450, then score = (GPA × 200) + GMAT; (B) if overall undergraduate GPA is below 2.5 or GMAT is below 450, then score = (GPA × 200) + GMAT − 50; (C) if GPA is based on the last 60 semester units of course work, then score = (GPA × 200) + GMAT − 100.

Due to limited facilities and resources, a score higher than 950 may be required of all applicants.

EXPENSES

Resident graduate students pay a flat fee per semester depending upon the total number of units undertaken: $103 for 0-6 units and $118 for 6.1 or more units. (These fees are subject to change.) Foreign and nonresident graduate students are charged $72 per unit, plus all basic fees. Books and supplies are additional expenses.

The university does not maintain student housing. There are, however, two private dormitories located adjacent to the campus, at which the charge for room and board varies from $1,015 to $1,520 per semester. In addition, there are numerous apartments and other types of accommodations with a wide range of rents available in the Fullerton area.

FINANCIAL ASSISTANCE

A few graduate assistantships are available paying from $4,530 to $4,900. The student is expected to work approximately 20 hours per week. Applications for these assistantships are accepted prior to May 15 for positions starting in September. Full-time graduate students may borrow under federal programs. Because the university is located in a large metropolitan area, there are opportunities for either part-time or full-time employment.

PLACEMENT

The Placement Office actively supports students seeking part-time and career employment.

CORRESPONDENCE

Requests for catalogs and applications should be addressed to the Admissions Office. Specific questions about curriculum should be addressed to

Associate Dean, M.B.A. Program
School of Business Administration and Economics
California State University, Fullerton
Fullerton, California 92634
Telephone: 714-773-2211

CALIFORNIA STATE UNIVERSITY, HAYWARD

HAYWARD, CALIFORNIA

The location of California State University, Hayward in the rolling foothills overlooking San Francisco Bay offers its students many educational and recreational advantages. The climate of the region is moderate and provides a pleasant environment for study as well as opportunity to utilize the recreational potential of the ocean to the west and mountains to the east. The proximity of Cal State to San Francisco and other Bay Area cities makes available the museums, libraries, art galleries, aquariums, and other cultural and educational resources of the metropolitan area. There are also plays, musicals, concerts, and the entire range of cosmopolitan entertainment for which San Francisco is famous. These aspects of student life are an important complement to academic efforts and contribute to a broadening college experience.

California State University, Hayward operates on the quarter system with each quarter approximately 12 weeks in length. Enrollment in extension courses or in the summer session does not constitute enrollment in a quarter. One semester unit is equivalent to one and one-half quarter units of credit.

Cal State is accredited by the Western Association of Schools and Colleges and is a member of the Council of Graduate Schools in the United States. The B.S. in business administration program is accredited by the American Assembly of Collegiate Schools of Business.

PROGRAMS OF STUDY

The School of Business and Economics initiated the Master of Business Administration (M.B.A.) program in 1968 and added the Master of Science in Business Administration (M.S.B.A.) in 1972. Classes are scheduled from 8 a.m. through 10 p.m., thus accommodating both day and evening students.

The objective of the Master of Business Administration program at California State University, Hayward is two-fold. Upon completion of the program the student will understand the theory and concepts of modern business and have a knowledge of the techniques and processes of enterprise management. Completion of the program will also serve as an intermediate step toward the doctorate. Five concentrations are available in the Master of Business Administration program: accounting, finance, management sciences, marketing, and taxation.

The Master of Business Administration degree may be based on a bachelor's degree in the arts, science, engineering, or business. Those students who have received their bachelor's degree in a field other than business can be classified after completing or otherwise satisfying certain undergraduate course requirements in business, economics, and quantitative methods.

The Master of Science program (quantitative business methods option) is designed to prepare individuals to solve decision problems in industry, government, and other organizations by utilizing quantitative techniques. The objective of the program is to provide a sound theoretical background so that individuals will be able to deal with problems in a wide variety of areas. Practical applications of techniques are emphasized to insure that the individual can effectively put theoretical concepts into practice.

The Master of Science degree may be viewed as a terminal degree program which prepares the individual for work as an analyst in business, government, or other organizations, or as the initial step in a program of more advanced study. Without additional quantitative preparation, the M.S. program should not be viewed as a direct continuation of a Bachelor of Science program in business.

Forty-five quarter units are required for the M.B.A. or M.S.B.A., of which 32 units must be in residence. At least 36 units for the M.B.A. and 32 units for the M.S.B.A. must be at the graduate level. No more than 5 units may be accepted for thesis work, and a maximum of 13 units may be in transfer course credit.

ADMISSION

The university operates on the quarter system. Application for the fall, winter, spring, and summer quarters will be accepted beginning in January, September, November, and March, respectively.

Applicants must have a baccalaureate degree from an accredited university or college. A 2.75 grade-point average in the last 90 quarter units of undergraduate work and a 3.0 grade-point average in all postbaccalaureate work is required.

The Graduate Management Admission Test (GMAT) is required prior to consideration for admission. The GMAT is administered by Educational Testing Service (ETS), Princeton, New Jersey. Date of testing must be within five years before application to the program. The applicant must arrange for ETS to forward test results to the school.

EXPENSES

Approximate expenses, per quarter, are as follows:

	State residents	*Out-of-state residents*
Fees	$76	$40/unit (for 15 or more units a maximum of $720)

Most students live off campus; however, there is a residence hall next to the campus, offering room and board for $1,816 per academic year (three quarters). A housing service on campus maintains a listing of off-campus housing.

FINANCIAL ASSISTANCE

Eligible students can obtain a maximum loan of $750 per quarter from the National Direct Student Loan Program.

PLACEMENT

The university operates an effective placement service. Because of its location in one of the country's best labor markets and the strong local reputation of the School of Business and Economics, most graduates have little trouble finding suitable employment.

CORRESPONDENCE

Information may be obtained from

School of Business and Economics
Student Service Center
California State University, Hayward
Hayward, California 94542
Telephone: 415-881-3349

CALIFORNIA STATE UNIVERSITY, LONG BEACH

LONG BEACH, CALIFORNIA

California State University, Long Beach, observed its thirtieth anniversary in 1979. With enrollment of 33,000 students from every state and 90 countries, graduate study is available in 50 separate master's degree programs. Varied professional and liberal arts programs permit a wide range of career and cultural opportunities. Located on the hilltop portion of the 322-acre campus overlooking the Pacific Ocean, the School of Business Administration is housed in a three-story, two-building complex. Physical facilities feature lecture and seminar classrooms, an accounting laboratory, a prttroduction management laboratory, extensive data processing and information retrieval facilities, and an advanced and sophisticated marketing laboratory. The moderate Mediterranean climate of Southern California provides a climate conducive to academic work.

PROGRAMS OF STUDY

The School of Business Administration provides degree-oriented graduate study leading to completion of the Master of Business Administration (M.B.A.) or the Master of Science (M.S.) degree. Geared to the needs of the employed, courses are provided during late afternoon. A program of breadth, the M.B.A. provides individualized study in accounting, finance, management and human resources management, marketing, and quantitative systems. Each student completes required courses in Business Research Methodology, Applied Research, and Integrated Analysis, the capstone course. Specialized preparation is provided by the M.S. degree programs in accounting, administrative systems, business computer methods, finance, human resources management, management, marketing, operations management, or quantitative methods. Either program requires a minimum of 33 units following prerequisites. Neither thesis nor comprehensive examination is required within the M.B.A. program, with the capstone course, Integrated Analysis, serving the essential process of integration of the program. A thesis may be included to further develop research competencies. The M.S. program permits election of comprehensive examination, thesis, or the integration course. Prerequisites for the M.B.A. or the M.S. degrees include completion of the AACSB common body of knowledge, characteristic of programs accredited by that agency. Graduates of AACSB accredited programs normally will have met such prerequisites. Graduates with degrees in fields other than in business otherwise eligible for admission may complete prerequisite courses through accelerated graduate courses or through more extensive upper-division work.

ADMISSION

Dual application to the Office of Admissions and Records and to the Graduate Office, School of Business Administration is necessary. Transcripts of all previous study are required by each office. Applications may be requested from the Office of Admissions and Records. Graduate Management Admission Test (GMAT) results must be forwarded to the School of Business Administration by Educational Testing Service. Two indicators of high promise for graduate study in business are combined according to the following formula: cumulative grade-point average × 200 + GMAT score. The minimum qualifying score yielded by such computation is 1,050 points. If greater promise for success appears to be indicated, the last 50 percent of all course work may be utilized in the computation. The resultant score must be at least 1,125 points. This combination of indicators of high promise is employed with consistency. The Test of English as a Foreign Language (TOEFL) with a minimum score of 500 is required for all foreign applicants whose native language is not English. The Examination in English as a Second Language is required for all visa students for whom English is the second language they have learned.

The university operates on an early semester plan. The fall semester begins in late August and the spring semester in late January. Graduate students in business administration may enter in either semester. All application materials must have been received by the School of Business Administration Graduate Office by June 15 for fall admission or October 15 for spring admission.

EXPENSES

Tuition is not charged to legal residents of California. Resident graduate students pay fees and expenses of approximately $103 for the normal 12 units per semester for a full-time student pursuing a master's degree. Students enrolled for 6 or fewer units, half time, would pay approximately $85. Nonresidents of California, foreign or domestic, pay approximately $900 per semester for full-time study or $60 per unit for part-time study. Students must be prepared to meet expenses for fees at registration. Other expenses are variable and must be estimated individually and included in the total cost of graduate study. Residence hall accommodations are limited. Students living in a residence hall pay approximately $2,000 for room and board for an academic year. A single student living off campus with shared housing will find expenses measurably greater. Married students living off campus will require careful financial planning for housing and transportation.

FINANCIAL ASSISTANCE

Non-teaching graduate assistant positions are available within the School of Business Administration. Information concerning financial aid may be obtained from the Financial Aid Office.

PLACEMENT

The Career Planning and Placement Center facilitates employment processes for students, alumni, and job recruiters.

CORRESPONDENCE

For additional information on graduate programs in business or for the Graduate Handbook, write to

School of Business Administration
Director of Graduate-Undergraduate Studies
California State University, Long Beach
Long Beach, California 90840
Telephone: 213-498-4515

CALIFORNIA STATE UNIVERSITY, LOS ANGELES

LOS ANGELES, CALIFORNIA

California State University, Los Angeles, one of the 19 institutions in the publicly supported system of California State Universities and Colleges, operates on a year-round quarter system. A multipurpose institution of more than 30,000 students, postbaccalaureate study accounts for approximately 30 percent of the enrollment. The campus is located adjacent to the financial, commercial, and manufacturing centers of the metropolitan complex. Beach and mountain resorts, other recreational facilities, and a wide variety of cultural opportunities are within a short drive.

The School of Business and Economics is located in a recently constructed complex of air-conditioned classrooms, faculty offices, and a computer center. Approximately 20 percent of the 5,000 students enrolled in the school are at the graduate level. Both the graduate and undergraduate programs are accredited by the AACSB.

PROGRAMS OF STUDY

The Master of Business Administration (M.B.A.) program (52 quarter units) emphasizes breadth of education. Graduate courses in the fields of accounting, economics, finance, management, marketing, and the application of quantitative techniques in business decision making are required. The candidate also chooses as an area of concentration one of the following: accounting, business economics, business information systems, finance, international business, management, marketing, or office administration. Competency must be demonstrated by the successful completion of an eight-hour comprehensive examination in the last quarter of the program. The examination covers four of the six fields in the common core, including the area of concentration.

The Master of Science in Accounting (45 quarter units) is designed with options to meet specific professional objectives in financial (public) accounting, management accounting, business taxation, and information systems.

The Master of Science in Business Administration (45 quarter units) is a specialized in-depth degree with options in finance, international business, management, marketing, and business economics. Like the above degrees, major emphasis is on leadership development as well as research including the completion of a thesis.

The M.A. in Business Education program (45 quarter units) is designed to meet the needs of business education teachers in secondary schools and community colleges.

The M.A. in Economics program (45 quarter units) provides for advanced study of economic theory and research for students who wish to pursue a career in business, the public sector, or teaching.

The M.S. in Health Care Management is an interdisciplinary program designed to prepare students for mid-level or department head positions in health care facilities.

The programs vary from one to two years of full-time study, depending upon undergraduate preparation. A student with an undergraduate degree in business normally completes the master's degree in one year of full-time study or 1.5 years of half-time study. Classes are scheduled from 8 a.m. to 10 p.m. The major portion of the strictly graduate offerings, however, are scheduled during the 4 to 10 p.m. period. Students may enter the programs at the beginning of any academic quarter—January, March, June, or September.

ADMISSION

Admission to the M.B.A., M.S.Ac., and M.S.B.A. programs as classified graduate students requires (1) an appropriate baccalaureate degree from an accredited college or university, (2) a grade-point average (GPA) of 3.0 or above on a 4-point scale in the last 90 quarter units (60 semester units) of the upper-division course work taken, (3) a core of 475 or above on the Graduate Management Admission Test (GMAT), (4) an alternative to (2) and (3) above is the Formula Admission Score (F.A.S.) of a minimum of 1075 (200 × GPA + GMAT score) for admission to M.B.A. and M.S.B.A. and of 1100 for the M.S. Ac. (The F.A.S. may be used only if the GPA is at least 2.5—foreign visa students, 3.0—and the GMAT score is at least 400), (5) a minimum score of 550 on the Test of English as a Foreign Language (TOEFL) for visa students graduating from foreign universities, and (6) the equivalent of a B.S. in business administration at California State University, Los Angeles, or completion of prescribed preparatory courses with an average grade of B or above. Applicants whose grade-point average is 2.5 or above (foreign visa students, 3.0) but who have not completed requirements (3), (4), and (6) may be admitted to the university as conditionally classified graduate students and admitted to classified status after completing requirements.

Admission requirements to the other graduate programs may be obtained from the Director of Graduate Programs of the School of Business and Economics.

EXPENSES

The quarterly fees (tuition) for the academic year for California residents are $66 for 6.1 or more units, $56 for 0-6.0 units. Nonresidents (including residents and citizens of foreign countries) are charged additional fees of $38 per unit up to $570 per quarter. Additional expenses are for books, supplies, and nominal student activities fees. Although the university maintains no student housing, accommodations are available near the campus.

FINANCIAL ASSISTANCE

The university offers a limited number of graduate assistantships. Information concerning financial aids may be requested from the Office of Financial Aids.

PLACEMENT

The university operates a Career Development and Placement Center to assist students and graduates seeking full-time and part-time positions in the business, industry, government, and teaching fields.

CORRESPONDENCE

For additional information on graduate programs in management, please write or call

Director of Graduate Programs
School of Business and Economics
California State University, Los Angeles
Los Angeles, California 90032
Telephone: 213-224-2727

CALIFORNIA STATE UNIVERSITY, NORTHRIDGE

NORTHRIDGE, CALIFORNIA

California State University, Northridge (CSUN) has been one of the fastest growing universities in the nation since its founding in 1958. Formerly San Fernando Valley State College, the campus is located about 30 miles from downtown Los Angeles in a suburban location. The university has an enrollment of about 28,000, of whom 500 are graduate students in the School of Business Administration and Economics.

CSUN operates on a semester system; the fall semester commences in late August and the spring semester in late January. All graduate business and economics classes are offered only on Monday through Thursday evenings.

PROGRAMS OF STUDY

The Master of Business Administration (M.B.A.) is a professional degree program designed for students with a baccalaureate in a field other than business. It has the following basic objectives: (1) to provide an understanding of the history, structure, and philosophical foundations of the business firm in relationship to the society in which it operates; (2) to familiarize the student with the problems, methods, and research tools of the major functional areas of business; and (3) to grant students an opportunity to integrate their knowledge by an in-depth analysis of complex business problems. Candidates will be examined in their first semester for basic writing and mathematical skills. Students who are deficient must complete the appropriate noncredit remedial course(s) in their first year of residence.

The M.B.A. program consists of 48 semester units, of which 33 are in required core subjects and 15 units are electives. However, no more than six units may be taken in any one departmental area. Specialty options are not offered in the M.B.A. program.

There are, however, seven Master of Science (M.S.) programs which do allow for a concentration in one area. These areas are accounting, business education, finance, management, management science, marketing, and office administration. Although the number of units needed for the M.S. depends on the background of the student, students with a baccalaureate degree in business usually need 30 units of graduate work for the M.S. degree. Students who do not hold a degree in business may be admitted to an M.S. program conditionally but will be required to meet any deficiency by taking prerequisite courses in business.

M.B.A. students are required to pass a comprehensive examination, while some of the M.S. options allow the student to substitute a thesis for the comprehensive exam.

The Master of Public Administration (M.P.A.) is a professional program designed for students with a baccalaureate degree from an accredited institution in a field other than administration. Its objective is to provide the student with basic administration-oriented tools of research and analysis; familiarize the student with the public environment as well as problems and methods of administration in important aspects of budgeting and control, information management, and personnel administration; acquaint the student with theories of organization and administrative behavior; enable the student to study one or more administrative specialties in some depth; allow the student to apply the aforementioned either in a working environment provided by an appropriate agency or in a project focusing on specific administrative problems. The M.P.A. is a 48-unit interdisciplinary program with courses in business, economics, and political science.

ADMISSION

Admission to the M.B.A. and M.P.A. programs as a classified graduate student requires (1) a baccalaureate degree from an accredited college or university (official transcripts for all undergraduate and graduate work must be received along with formal application forms no later than two months prior to the beginning of the semester in which the applicant wishes to enroll); (2) a grade-point average (GPA) of 3.0 or above on a 4-point scale in the last 60 semester units (90 quarter units) of course work taken; (3) a score at or above the 50th percentile on both the quantitative and the verbal portions of the Graduate Management Admission Test (GMAT); and (4) a minimum score of 550 on the Test of English as a Foreign Language (TOEFL) for foreign applicants.

Admission to the M.S. programs as a classified graduate student requires (1) through (4) above as well as completion of undergraduate prerequisite business courses (see above).

Graduate courses are open only to classified and conditionally classified graduate students. Applicants who have not taken the GMAT will not be allowed to take graduate courses.

EXPENSES

The 1980-81 California resident registration fees were as follows: 1-6 units, $105; 7 or more units, $120. Nonresident and foreign student fees were $72 per unit plus the applicable resident registration fees.

FINANCIAL ASSISTANCE

Information concerning financial aid may be requested from the Office of Financial Aids.

PLACEMENT

The university operates a Career Planning and Placement Office (Telephone: 213-885-2381) to assist students seeking employment.

CORRESPONDENCE

Further information on the master's programs in management is available from

Graduate Office
School of Business Administration and Economics
California State University, Northridge
Northridge, California 91330

CALIFORNIA STATE UNIVERSITY, SACRAMENTO

SACRAMENTO, CALIFORNIA

California State University, Sacramento, was established in 1947. It has developed into a major unit of the California system, with a broad program of studies at the undergraduate and graduate levels in the liberal arts and sciences, in applied fields, and in selected professional areas. Enrollment currently approximates 22,000 with some 5,000 undergraduates and about 800 graduate students in the School of Business and Public Administration. The program is accredited by the American Assembly of Collegiate Schools of Business.

PROGRAMS OF STUDY

The program leading to the degree of Master of Business Administration (M.B.A.) is intended to broaden the participant's knowledge and understanding of management, to improve his capacity for effective decision making in business, and to facilitate his professional development. Managerial positions typically require a broad understanding of the total enterprise, and at higher levels entail responsibility for coordinating work in more than one functional area. To meet these needs, the curriculum is extensive and broadening rather than intensive or specialized.

The M.B.A. program requires from 1 to 2 years (30 to 60 semester units) of study beyond the baccalaureate degree, depending upon the student's prior formal education in business administration. The first year's work includes core courses in mathematical analysis, statistics, accounting, economics, law, marketing, business finance, organizational behavior, and production management. In the second year, extensive use is made of the case method of business-problem analysis in the several functional areas of business administration and in overall policy formulation. Although demonstration of ability to do research reports is required, a formal thesis is optional.

The Master of Science in business administration program with an option in accounting prepares students for professional careers in institutional, managerial, and public accountancy. The program is patterned after the recommendations approved by the Council of the American Institute of Certified Public Accountants in cooperation with the other major accounting organizations representing the several areas of accounting specialization. This program requires 1 year (30 units) of study beyond the baccalaureate degree provided the basic core requirements have been successfully completed. Programs are available to students with an undergraduate concentration in accounting and also to those with no accounting background.

The Master of Science in business administration program with an option in management information systems prepares students for professional careers in computer information systems. The specialized curriculum requires 1 year (30 units) of collegiate study beyond the baccalaureate degree provided the basic core requirements have been successfully completed.

The Master of Public Administration (M.P.A.) degree program is designed with a professional emphasis and is intended to serve those public officials already in government, those who want to prepare for a career in administration, and those who want to prepare to teach or do research in public administration. No specific undergraduate major is required for admission to the M.P.A. program although prior preparation in statistics is required. The program consists of a total of 30 units after admission.

An arrangement between the School of Business and Public Administration (SBPA) and participating accredited law schools allows a student to earn a master's degree and the Juris Doctor (J.D.) degree concurrently. There are four master's degrees available through this program at the SBPA: Master of Business Administration, Master of Science/Accounting (M.S./Acctg.), Master of Science/Management Information Systems (M.S./M.I.S.), and Master of Public Administration.

The graduate program leading to the Master of Science degree in recreation and park administration offers diversified opportunities for study. Through individual counseling, graduate students are able to develop a course of study best suited to their academic needs and career objectives. Opportunities exist for advanced study in areas which complement previous experience and training. There is sufficient flexibility to provide specialization in one or more aspects of the profession, or a breadth of experiences designed to broaden the student's perspective of the entire profession. A student may be admitted to unclassified standing and complete certain designated courses in the area of recreation and park administration, normally equivalent to an undergraduate minor in the area, in order to acquire the academic background necessary to qualify for classified standing. Such courses are not counted toward the requirement for the master's degree. The program consists of a minimum of 30 units.

ADMISSION

The applicant should apply to the University Admissions Office for admission to the desired graduate program and arrange to take the Graduate Management Admission Test (GMAT). (M.P.A. applicants may take the GMAT or Graduate Record Examinations (GRE); the M.S. in recreation and park administration program requires the GRE.) Two official transcripts of all previous college or university study should be sent to the Admissions Office.

EXPENSES

Currently, for California residents a charge of about $110 per semester is made in fees for materials and services, student activity, and university union. In addition, students who do not qualify as California residents pay tuition of $1,080 a semester for 15 or more units, or $72 per unit for fewer than 15 units.

PLACEMENT

Many national and regional firms send recruiters to the university to interview graduate students who are completing their degrees. The professional staff of the Placement Center aids students with job placement.

CORRESPONDENCE

For further information, write to

Degree Programs Center
School of Business and Public Administration
California State University, Sacramento
6000 "J" Street
Sacramento, California 95819

CAMPBELL UNIVERSITY

BUIES CREEK, NORTH CAROLINA

Campbell University is a liberal arts university located in Buies Creek, a rural community of 500 people approximately 30 miles south of Raleigh, North Carolina. It is one of seven colleges owned by the North Carolina Baptist State Convention.

Founded in 1887 as Buies Creek Academy by Dr. James Archibald Campbell, it achieved a wide reputation as a good, private secondary school. In 1925 title to the school was acquired by the Baptist State Convention at which time the name of the school was changed to Campbell College in honor of its founder. In the spring of 1958 the Baptist State Convention authorized a change of status from junior to a senior college and in 1975 approved the launching of three graduate programs, one in law, one in education, and one in business administration. On June 6, 1979, Campbell College changed its name to Campbell University.

Business has been and continues to be one of the major programs at Campbell University. Evidence of this is the fact that Campbell University ranks high among the private colleges in North Carolina in the number of graduates who have fulfilled business major requirements. The graduate program in business has been prepared with a commitment toward continuing to meet the needs of students in the business field.

PROGRAM OF STUDY

The major objective of the graduate program in business is to develop the student's analytical, critical, problem-solving, and decision-making capabilities and to provide the basic knowledge needed for the solution of business problems. The Master of Business Administration (M.B.A.) program is designed to accommodate the needs of students having a bachelor's degree in business and students with degrees in other fields.

Candidates with undergraduate degrees in business administration should allow two full years for completion of the requirements; candidates who did not major in business administration should allow three years. Persons enrolling in graduate courses are expected to have completed the following undergraduate courses:

Course	*Semester Hours Credit*
Principles of Accounting	6
Principles of Economics	6
Principles of Management	3
Principles of Marketing	3
Corporate Finance	3
Computer Science	3
Statistics	3

In order to earn the Master of Business Administration degree, candidates must satisfy the following course requirements:

Course	*Semester Hours Credit*
BA 600—The Management Process	3
BA 610—Quantitative Methods	3
BA 620—Financial Analysis	3
BA 630—Economic Analysis and Policy	3
BA 631—Economic Analysis and Policy	3
BA 640—Marketing Management	3
BA 650—Advanced Management Accounting	3
BA 660—Legal Environment	3
Electives	6
Total	30

ADMISSION

Students are admitted to the school's 30-semester-hour, evening M.B.A. program only on a part-time basis and may normally enter the program during either the fall or spring semester.

Evening classes are scheduled on the campus of Campbell University and at the Army Education Center at Fort Bragg, North Carolina.

Applicants to graduate study in business may be admitted to full standing by meeting the following requirements:

- a bachelor's degree from an accredited institution of higher education,
- a minimal grade-point average of 2.70 on a 4.00-point scale on all undergraduate work,
- sufficient courses or work in the chosen area to qualify for graduate study in that area, and
- satisfactory scores on the Graduate Management Admission Test.

EXPENSES

The cost of instruction has been set at $40 per semester hour. The college reserves the right to change the cost of instruction when this change is deemed necessary.

CORRESPONDENCE

For additional information on the M.B.A. program at Campbell, please write or call

Admissions Office
Campbell University
Box 546
Buies Creek, North Carolina 27506
Telephone: 919-893-4111

CANISIUS COLLEGE

BUFFALO, NEW YORK

Canisius College is located in Buffalo, New York, at the center of a large industrial complex called the Niagara Frontier. The college, now over 100 years old, is an urban, coeducational institution with a full complement of undergraduate major concentrations.

The School of Business Administration became a separate administrative entity within the college in 1957, and it offers rigorous preparation in the areas of accounting, finance, economics, management, and marketing. A large portion of business school graduates seek to further their formal education after receiving their baccalaureate degrees.

The members of the School of Business Administration faculty hold graduate degrees from more than 45 different universities, and the diversity of their fields of specialization gives considerable breadth and depth to the curriculum of the school. Excellence in teaching is emphasized at Canisius College; a quality library and on-campus computer center and computational laboratory provide the necessary research outlets for both faculty and students in the School of Business Administration.

PROGRAM OF STUDY

The Master of Business Administration (M.B.A.) curriculum is professional in nature. The courses offered are application oriented as well as theoretical. The objective of the program is to educate efficient, forward-looking managers for business, industry, and government. The program is open to any qualified holder of a bachelor's degree from a recognized college or university regardless of undergraduate major field of study. It is an evening M.B.A. program and can be completed in six semesters (two years). Normally, students take eight semesters to finish their degree work. The M.B.A. program is made up of 16 courses of 3 credit hours each and allows for an area of concentration.

The M.B.A. program is as follows:

Part I: Basic Courses	*Credit hours*	
Introduction to the Computer in Business	3	
Statistical Methods for Business Decision Making	3	
Financial Accounting	3	
Analysis of Microeconomic Decision Making	3	
Analysis of the Level of Economic Activity: Theory and Policy	3	15
Part II: Core Courses		
Managerial Accounting	3	
Organizational Behavior	3	
Introduction to Management Science	3	
Managerial Finance	3	
Marketing Management	3	
Operations Management	3	
Human Resources Management	3	
Managerial Environment	3	24
Part III: Advanced Level Courses (Choose one.)		
Accounting	6	
Finance	6	
Management	6	
Marketing	6	6
Part IV: Business Policy	3	3
		48

ADMISSION

The Admissions Committee takes into consideration the undergraduate quality-point average and scores on the Graduate Management Admission Test (GMAT). Each applicant must submit these items: (1) a completed application form, (2) scores on the Graduate Management Admission Test, (3) two official transcripts of college work, (4) some background knowledge of calculus, and (5) other information requested by the Admissions Committee.

Eligible students may enter in the fall, spring, or summer semester. Preferred consideration is given to applications received by June 1 for fall, November 1 for spring, and April 1 for summer.

EXPENSES

Application fee, nonrefundable	$15
Tuition, per credit hour	110
Fees, per credit hour	3

Additional expenses for books, supplies, and so on may average $30 per three-hour course.

CORRESPONDENCE

For further information, write or call

Dean, School of Business Administration
Canisius College
Buffalo, New York 14208
Telephone: 716-883-7000, extensions 314, 342

Graduate School of Administration

CAPITAL UNIVERSITY

COLUMBUS, OHIO

Capital University, founded in 1850, now has approximately 2,500 students. The university is composed of Arts and Sciences, Conservatory of Music, School of Nursing, Law School, and the Graduate School of Administration. The campus is located about midway between the center and the city limits of the capital city of Ohio, a metropolitan area of approximately one million people.

The Graduate School of Administration, which offers the Master of Business Administration (M.B.A.) degree program, was authorized in 1971. The first course offerings at the graduate level came during the 1972-73 academic year.

PROGRAM OF STUDY

The M.B.A. program emphasizes the professional management development of individuals already engaged in managerial careers. Toward this end the degree program includes a common core of studies focusing on analytical and behavioral techniques and on institutional and environmental considerations confronting business and the businessman. Individual specialization is afforded through a series of elective specialties. The student is expected to acquire a broad understanding of business concepts and operations and to develop his own philosophy of leadership, characterized by analysis and originality.

The M.B.A. program requires successful completion of 40 semester hours in an approved curriculum. To encourage program flexibility for the student, no comprehensive examination, thesis, or foreign language is required. Courses in fall, winter, and summer semesters are scheduled for the evenings (6:00 p.m. and after) and on some Saturdays. Maximum graduate load is 2 courses per semester, making program completion possible in 24 months.

The degree candidate must complete a total of 32 semester hours (8 courses) over 4 major areas: managerial philosophy, analytical methods, management of functional business areas, and policy. A minimum of 8 semester hours is required in elective specialty courses cooperatively developed and designed by students and faculty. A special research paper is a degree requirement of all M.B.A. candidates.

Appropriate graduate credit may be granted for transfer to the M.B.A. program by presentation of official transcripts. No more than 3 courses, maximum of 9 semester hours, may be transferred to M.B.A. requirements.

ADMISSION

Admission will be granted to those students satisfying basic qualifications and showing high promise of success in the graduate program and in the business community. Basic qualifications include (1) a baccalaureate degree with an above average grade-point ratio from an accredited institution, (2) a knowledge of basic concepts and terminology in the fields of the social sciences, business, and quantitative methods, (3) significant work experience and full-time employment concurrent with the program enrollment, and (4) satisfactory scores on the Graduate Management Admission Test (GMAT). The second requirement may be satisfied by taking one or more specialized, graduate-level prerequisite courses offered by the Graduate School of Administration. Applicants with a thorough knowledge in only portions of an area may be asked to complete specific reading assignments or to attend the relevant portion of the prerequisite course. Prerequisite courses are designed in modular form to facilitate student preparation for entrance into the program. Required prerequisite knowledge may be gained by enrolling in an entire classroom course, needed modules of a particular classroom course, or all or any portion of a course on a tutorial basis.

Applicants must also complete the M.B.A. application form and supply official transcripts of all college work.

EXPENSES

Basic expenses for the academic year are as follows:

M.B.A. tuition, per semester hour of credit	$100
Application fee	15
Acceptance fee (applicable to tuition)	100
Graduation fee (due the final semester)	15

Housing is the student's own responsibility.

PLACEMENT

The university placement office will serve students in the M.B.A. program and alumni. However, since the students average 31 years old and all are employed while in the program, they are urged to first seek advancement with their present employers, rather than seeking new positions.

CORRESPONDENCE

Inquiries should be addressed to

Dr. Richard L. Pinkerton
Dean
Graduate School of Administration
Capital University
Columbus, Ohio 43209

Graduate School of Industrial Administration

CARNEGIE-MELLON UNIVERSITY

PITTSBURGH, PENNSYLVANIA

The purpose of the Graduate School of Industrial Administration (GSIA) is to provide a unique graduate education in management to men and women of outstanding promise and to support pioneering research in management, economics, and industrial administration. GSIA programs emphasize fundamental concepts in order to provide a basis for dealing with contemporary problems and for continuing growth into the next century. GSIA is committed to a strong practical orientation and an underlying belief in the importance of a broad intellectual base that draws on many disciplines. The school's small size (45 faculty members, 250 students) makes possible close informal contact with student colleagues and with faculty members working on a wide variety of problems. Joint degree programs are offered with CMU's School of Urban and Public Affairs as well as Carnegie Institute of Technology's Engineering Schools. CMU's departments of computer science, psychology, and statistics all have outstanding faculties and extensive programs of courses and research. GSIA students may choose electives from any of the university's graduate departments.

PROGRAMS OF STUDY

The two-year Master of Science program is designed to prepare men and women for rapid advancement and outstanding performance in general management. Master's students gain experience in the application of analytical concepts and methods to the solution of management problems in many sectors of the economy. The curriculum is designed to complement these analytical capabilities with an understanding of economic, technological, political, behavioral, and international environments. The first year curriculum's emphasis on behavioral science is based on extensive formal and informal small group work. These groups grow into the successful management teams of GSIA's management game. In this unique game, student managers make decisions under conditions close to those in the real world, deal with each other and a variety of outside agencies, and live with the results. Opportunities for project work with local corporations and small businesses offer further emphasis on practical applications.

Doctoral programs in economics, business administration, operations research, organizations and social behavior, politics and political economy, and systems sciences prepare students for careers in research and education. Candidates for the Ph.D. degree can enter the program directly after completing their undergraduate work and can earn the degree in three years. The doctoral programs stress early involvement in research. Each student has a faculty advisory committee to aid in the design of a program. Students combine courses, independent study, and research in preparation for the qualifying examinations. To earn the Ph.D. the student must perform satisfactorily on qualifying examinations, prepare a research paper during the first two years, as well as submit a dissertation to the faculty and defend it in an oral examination.

Several programs for experienced managers, including the intensive nine-week program for executives, provide students and faculty with an opportunity for beneficial interaction with outstanding management practitioners.

The School of Urban and Public Affairs' (SUPA) M.S. program, which prepares students for public sector management, specializes in applications of quantitative analytic techniques to solving urban and national problems. The SUPA faculty and courses are interdisciplinary, ranging from engineering to behavioral and management science. Graduates work at high levels in federal, state, and local governments. Interested students should contact SUPA Admissions.

ADMISSION

The Admissions Committee accepts students for full-time study beginning each September. The application deadline is March 1. Applicants for the M.S. program should submit scores on the Graduate Management Admission Test (GMAT); Ph.D. applicants may submit either GMAT scores or scores from the Graduate Record Examinations (GRE). GSIA's students come from all undergraduate backgrounds. Applicants should have a good background in mathematics, including differential and integral calculus. Counsel about mathematics preparation is available from the GSIA Director of Admissions.

EXPENSES

Tuition is $6,200 per academic year. Costs of housing, meals, books, and personal expenses are about $5,000 more. About $1,800 is added for each dependent.

FINANCIAL ASSISTANCE

GSIA makes every attempt within its resources to assist qualified applicants. The principal sources of aid for U.S. master's program students are the federally funded loan programs. Approximately 80 percent of the students finance part of their education through these programs. Many master's program students supplement their financial reserves by part-time research work with faculty members. Also, a limited number of scholarships are awarded each year. GSIA is a founding member of the Council for Opportunity in Graduate Management Education, which gives encouragement and financial aid to students from U.S. minority groups. Since Ph.D. candidates are expected to devote full time to study and research, GSIA offers them substantial fellowships and stipends.

PLACEMENT

GSIA master's program graduates have achieved key management positions in manufacturing, financial institutions, commerce, and major consulting organizations, while GSIA doctorates appear on the faculty rosters of leading universities. The median annual starting salary for master's graduates without significant work experience was over $27,300 in 1980. GSIA's Placement Office assists students with full-time employment after graduation and summer employment between the first and second year.

CORRESPONDENCE

For further information on the programs offered by the Graduate School of Industrial Administration, write or call

GSIA Director of Admissions
Carnegie-Mellon University
Pittsburgh, Pennsylvania 15213
Telephone: 412-578-2272

CASE WESTERN RESERVE UNIVERSITY

CLEVELAND, OHIO

Case Western Reserve University was established on July 1, 1967, by the federation of Western Reserve University and Case Institute of Technology. The university is located in Cleveland's University Circle area. Situated within this 500-acre region is probably the most extensive concentration of educational, scientific, medical, artistic, musical, and cultural institutions in the United States.

The university's Weatherhead School of Management offers programs leading to the Master of Business Administration (M.B.A.) and a Master of Accountancy (M.Acc.). The M.B.A. degree integrates the curriculum into three required areas of study; provides opportunities for students to relate to managers and to management problems in one of the many Cleveland industrial and health organizations affiliated with the Weatherhead School of Management; and permits students to elect an emphasis in business administration or health management.

The Weatherhead School of Management has an unusually strong faculty. Two of its departments were recently rated among the top 10 percent of such departments in the country. The school is relatively small, having 45 faculty members and 850 graduate students in business administration and management. In addition to close faculty relationships, the school has educational relationships with a large number of the more than 50 companies with sales or assets of over $100 million in the Cleveland area. These relationships provide opportunities for students to relate to management problems and for future employment.

PROGRAMS OF STUDY

The program of study leading to the M.B.A. degree has been designed to accommodate differing undergraduate backgrounds. For individuals with no previous work in business or management, the full program requires 60 semester hours of credit generally accomplished in two academic years of work. For those with undergraduate degrees in business or a management-related field, the master's degree can be obtained in 36 semester credit hours of work generally completed in 11 calendar months. Part-time evening study can ordinarily be followed at a pace of 12 to 15 credit hours each year.

Each student has available a program of counseling and professional seminars to help build a career plan tailored to the individual's particular goals.

Elective sequences are available in accounting, finance, industrial relations, management information systems, marketing management, operations management, and organization development. Students electing the health management option will devote approximately 12 credit hours to specialized work in this area.

The M.Acc. program requires 36 hours of course work for students with undergraduate degrees in accounting and 60 hours for students with undergraduate majors in business subjects other than accounting. Students with majors in fields other than business will be required to take additional courses beyond the 60-semester-hour amount as indicated by the circumstances of their degree background, experience, and related accreditation requirements.

In addition, the Weatherhead School of Management offers the M.S. and Ph.D. in operations research, the Ph.D. in management, and the M.S. and Ph.D. in organizational behavior. Information on these programs is available through the Dean of Graduate Studies.

ADMISSION

Candidates with qualified records from accredited schools and acceptable scores on the Graduate Management Admission Test will be considered for admission to the fall semester beginning late in August, the spring semester beginning the middle of January, or the summer session beginning the middle of June. Credentials should be on file at least 30 days prior to registration. Previous courses in business are not a requirement for admission.

EXPENSES

Per semester, approximately

Tuition (part-time rate: $225 an hour)	$2,700
Room and board	1,200
Books and supplies	130
Total	$4,030

FINANCIAL ASSISTANCE

Scholarships, assistantships, and loans are available. Cleveland-area companies have funded a large number of full- and half-tuition scholarships to applicants of unusual promise. Assistantships range from $6,750 to $7,650 including tuition. Government loans may be made up to a maximum of $5,000 a year. Assistance for first-year students is made available only to exceptional students.

PLACEMENT

The Office of Career Planning and Placement assists graduating students and alumni to obtain career employment, counsels students and alumni on career opportunities, provides current occupational information, and assists enrolled students in securing part-time employment. The Weatherhead School of Management has established a satellite career counseling and placement office to augment the services of the university's placement office in situating students in meaningful and challenging positions in business and health organizations. A counseling program and a series of professional career seminars are conducted throughout the degree program.

CORRESPONDENCE

For information about the M.B.A. or M.Acc., write or call

Director of Admissions
Weatherhead School of Management
Case Western Reserve University
Cleveland, Ohio 44106
Telephone: 216-368-2030

For all other programs, write or call

Director of Admissions
School of Graduate Studies
Case Western Reserve University
Cleveland, Ohio 44106
Telephone: 216-368-4390

CENTENARY COLLEGE OF LOUISIANA

SHREVEPORT, LOUISIANA

Centenary College of Louisiana is an independent, coeducational, liberal arts college located in Shreveport. Founded in 1825 and subsequently affiliated with The United Methodist Church, it is the oldest chartered institution of higher education in the United States west of the Mississippi. With an enrollment of 850 undergraduates and 150 graduate students (approximately 75 percent attending full time), the college is surrounded by a metropolitan area of about 350,000 inhabitants. Its rolling and beautifully wooded campus is the site of handsome examples of both Georgian colonial and contemporary architecture.

Centenary is fully accredited at the undergraduate and graduate level by the recognized regional and national agencies, including the Southern Association of Schools and Colleges.

The Graduate School was established to provide superior professional training for capable students. The Graduate Faculty is composed of professors with outstanding academic credentials as well as expertise and experience in the nonacademic sector. Because graduate enrollment is purposely selective and limited, these professors work closely with individual students.

PROGRAM OF STUDY

The Master of Business Administration (M.B.A.) degree at Centenary requires a minimum of 30 semester hours of graduate work. Inasmuch as the program is designed as a night offering, it is anticipated that a graduate student may enroll for a maximum of six semester hours during the regular semester and during the summer session. The student must have earned all credit applied to the master's degree within six years of the date of conferral of the degree.

Each student in the graduate program is required to pass a final comprehensive examination covering the areas of his or her study. The examination will be written and will be conducted within one month prior to the conferral of the degree. Only one reexamination will be allowed.

ADMISSION

All students are required to apply for admission to the college. To be considered for admission to the graduate program in business, the applicant must submit: (1) a completed application for graduate study in business, (2) a $20 nonrefundable application fee, (3) official transcripts of all undergraduate and graduate work attempted, and (4) test scores from the Graduate Management Admission Test (GMAT).

Applicants to the master's degree program holding bachelor's degrees from accredited institutions may be admitted to the graduate program if their academic records and personal attributes indicate the ability to pursue advanced study successfully. Applicants must present evidence of adequate preparation in their undergraduate or graduate work in business or be willing to complete undergraduate deficiencies at Centenary.

An applicant who has attended another graduate school and who has earned at least a 3.0 average on all graduate work is eligible to apply for admission to the Graduate School at Centenary. An applicant who has attended another graduate school and whose average is below a 3.0, but not lower than 2.5, may be eligible for admission by action of the Graduate Admissions Committee. An applicant with a grade of "I" from another school will be denied admission to the Centenary Graduate School. In individual cases, and under certain provisions, a student may transfer a maximum of six semester hours of graduate credit earned in an accredited institution.

EXPENSES

Tuition costs $35 per semester hour for the first 3 hours of graduate study. Thereafter tuition is $30 per semester hour.

FINANCIAL ASSISTANCE

Limited financial assistance is available for the graduate program. Information about the availability of loan funds may be obtained from the Director of Financial Aid.

PLACEMENT

The Director of Placement provides assistance to students seeking employment.

CORRESPONDENCE

For further information, interested students should contact

Dr. Hugh Urbantke
Dean, Graduate School of Business
Centenary College of Louisiana
Shreveport, Louisiana 71104
Telephone: 318-869-5131

CENTRAL MICHIGAN UNIVERSITY

MT. PLEASANT, MICHIGAN

Central Michigan University, founded in 1892, is located in Mt. Pleasant, approximately 65 miles north of Lansing. The community consists of 22,000 people. The university is located in the center of Michigan near the industrial centers of Midland, Saginaw, and Bay City. Approximately 17,000 students were on the campus during the 1980-81 academic year. The graduate school enrollment, on campus, is approximately 2,500.

PROGRAM OF STUDY

The graduate program for the M.B.A. has as its purposes: (1) to develop characteristics for leadership in the administration of business and industry, (2) to attain both breadth and depth in the study of business, (3) to apply the requisite tools and skills in analysis, interpretation, and expression, (4) to develop an understanding of the background and evolution of American business and the interrelationships of the various areas, and (5) to acquire an awareness of the responsibilities of business to society.

A student is required to have prerequisites equivalent to the common body of knowledge in business, as defined by the American Assembly of Collegiate Schools of Business. This requirement includes satisfactory work in the following fields: accounting, administration, business environment and public policy, economics, finance, marketing, statistics, and techniques of decision making.

The degree requirement consists of a core of 27 hours, and general electives of 9 hours. A major paper is also required.

ADMISSION

To be considered for admission to the M.B.A. program, students must first be admitted to the School of Graduate Studies. The application for admission should be sent to the School of Graduate Studies at least six weeks prior to the beginning of the first semester of anticipated enrollment.

Following admission to the School of Graduate Studies, the undergraduate grade-point average (GPA) and the Graduate Management Admission Test (GMAT) score are the primary criteria used in the admission decision. The GMAT measures aptitude for graduate study in business and not achievement or knowledge in any specific subject-matter area. Students with nonbusiness undergraduate degrees can score well without having taken any prior business courses. As the GMAT must be taken before admission to the M.B.A. program, students should arrange to take the test prior to or concurrent with their application. The test is given four times a year at Central Michigan University as well as at other colleges and universities throughout the nation. A decision on admission to the M.B.A. program is not made until the GMAT score has been received. Foreign students must also submit a satisfactory score on the Test of English as a Foreign Language (TOEFL) before admission status can be determined.

EXPENSES

The tuition and local fees for full-time graduate students who are residents of the state of Michigan are $45 per semester hour. Nonresidents pay $98 per hour. There is a registration fee of $25 per semester.

The university offers housing for single graduate students in the residence halls. Graduate students may arrange for off-campus accommodations in apartment houses near the campus. Married students may apply for campus apartments, but the number available is limited in relation to the demand. Room and board in the university residence halls for single students is $1,726 to $1,800 for the two semesters. The cost for married students will vary with the size of the apartment needed. The university reserves the right to revise rates when necessary. Housing applications and additional information may be obtained from the Director of Housing.

FINANCIAL ASSISTANCE

Graduate fellowships of $4,000 are available to students who have an outstanding academic record.

Graduate assistantships that pay $4,700 to $5,700 for two semesters with remission of tuition (depending on the applicant's training) are available. Graduate assistants must teach an average of 6 hours per semester or perform equivalent services and may be enrolled in 6 to 10 hours of graduate study. To be chosen, they must have an overall average of 2.5 and have 3.00 in their field of specialization. Applications should be submitted by February of the year preceding the student's expected starting date. There is some opportunity for part-time work in the area because some graduate courses are scheduled in the evenings.

PLACEMENT

The placement office of the university provides help in attempting to place potential graduates and alumni. A great number of nationally known, as well as smaller companies, governmental agencies, and schools, visit the campus to interview students. No charge is made for this service.

CORRESPONDENCE

For additional information, or to request an application for admission, write to

Dr. Robert D. Hanson
Associate Dean
School of Business Administration
Central Michigan University
Mt. Pleasant, Michigan 48859

CENTRAL MISSOURI STATE UNIVERSITY

WARRENSBURG, MISSOURI

Central Missouri State University is located approximately 50 miles southeast of the Kansas City metropolitan area in Warrensburg, Missouri, a county seat. The university, founded May 10, 1871, is now in its second 100 years of operation. The growth in the university's physical plant reflects the institution's growth in enrollment. The university has some of the finest educational facilities in the country. The faculty numbers approximately 500. The main campus of 935 acres includes Pertle Springs, a 340-acre recreational and instructional park; Skyhaven Airport, also used for instruction; and the central campus, comprising residential and instructional buildings, play and drill fields, the University Stadium, the Museum, and the University Union.

The Master of Business Administration (M.B.A.) program may be completed either on a full-time or a part-time basis on the central Warrensburg campus or as a part of continuing education courses conducted in the Kansas City metropolitan/suburban area. The program is open to students from all parts of the world.

Applicants are considered equally without regard to race, sex, religion, creed, or national origin, with liberal, scientific/engineering, or other professional degrees. Currently, about 120 students are enrolled in the program.

Numerous openings are available for new students. The university operates on the four-quarter plan with students being able to enter the program at the beginning of any academic term—September, December, March, or June.

PROGRAM OF STUDY

The Master of Business Administration program is designed to meet the professional needs of recent college graduates who plan careers in business and college graduates already employed who desire to extend their business understanding and potential. The focus of the program is on decision making within the corporate enterprise; it is designed to prepare students professionally for responsible careers in business and other organizations, including public corporations, educational systems, nonprofit institutions, and government. The degree is conferred upon satisfactory completion of 36 to 51 semester hours depending upon student background.

The background courses presuppose no prior knowledge of business. This enables the school to select students with diverse backgrounds of experience and education. Realizing that some entering students will have acquired extensive knowledge in some subject areas of the background courses, the faculty has established a course waiver policy. To receive a waiver of a course, the student is asked to present evidence that he has successfully completed the course or an equivalent.

The core course requirements of the program are designed to enable the student to integrate concepts, skills, and principles. Perspective and depth of insight are increased as the student deals with complex organizational problems. Every attempt is also made to strengthen the student's analytical and communicative skills. Elective courses enable the student to develop depth in one or more areas of special interest. Because of this, each student is encouraged to play an important role in the early designing of his own graduate program, seeking the guidance and counsel of his advisor and other School of Business and Economics faculty members.

The curriculum for the M.B.A. program emphasizes self-development. Although the program is comprehensive, it is not overly specialized, providing for student flexibility in elective selections. At the completion of the program, the student should be well informed in the functional areas of business, should have a knowledge of quantitative methods and data processing currently in use, should have an understanding of business applications of the behavioral sciences, and should have proficiency in oral and written English.

ADMISSION

Applicants for admission to the M.B.A. program must submit the following:

- a completed application form,
- transcripts of all college-level work indicating completion of a bachelor's degree, and
- a score of 350 or above on the required Graduate Management Admission Test (GMAT).

Admission is based on the applicant's test scores, the applicant's potential as reflected by achievement in previous undergraduate/graduate work, and demonstrated potential for leadership. Students may enter the M.B.A. program at the beginning of any term.

The School of Business and Economics Graduate Committee examines each application to derive a judgment of the applicant's potential for successful performance in the program. A GMAT score of 350 or above is used as a cutoff score in making the admission decision. In addition to weighing carefully all factors reflected by the student's application materials, the committee attempts to assess the applicant's motivation and maturity—key factors in student success.

EXPENSES

Fees for graduate students who enroll for six or more semester hours of credit are $165 per term for residents and $400 per term for nonresidents.

FINANCIAL ASSISTANCE

A number of graduate assistantships are available through the school. Categories are teaching assistant, graduate assistant, or graduate fellow.

CORRESPONDENCE

For further information, please write to
Coordinator M.B.A. Program
School of Business and Economics
Central Missouri State University
Warrensburg, Missouri 64093

CEI, Center for Education in International Management

CENTRE d'ETUDES INDUSTRIELLES

GENEVA, SWITZERLAND

Located in Geneva, Switzerland, the CEI is an independent educational institute associated with the University of Geneva. Since its founding in 1946, the CEI has contributed to improving management effectiveness of corporations and other organizations throughout the world. This mission is accomplished through programs of teaching and research into the most effective ways of management across national boundaries and in widely differing political, economic, and cultural settings.

A milestone in the history of the program was reached in 1956 when it received the patronage and endorsement of the University of Geneva. The Master of Business Administration (M.B.A.) degree awarded to those who successfully complete the program is signed jointly by the CEI and the University of Geneva.

In addition to the M.B.A. program, the CEI holds annually in Geneva a variety of post-experience programs for managers and executives at different levels of responsibility and in different functions. Companies, government agencies, and international organizations from some 100 nations have sent over 10,000 managers and officials to CEI's programs.

PROGRAM OF STUDY

The M.B.A. program at the CEI differs from other management courses throughout the world in that

- The curriculum is designed to prepare managers for successful careers in international management. The CEI M.B.A. program examines those concepts and skills which have their roots in particular socio-political settings as well as those that are considered universally applicable.
- The program includes two one-week industry study trips. During these trips the students visit ministries and industrial companies to discuss economic, cultural, social, and administrative problems. Industry study trips have recently been hosted by Singapore, Poland, the USSR, Ireland, the UK, France, and Germany.
- The international character is further reflected in the composition of the permanent faculty represented by 12 nationalities. The participants themselves are selected from all continents: each group averages 15-20 nationalities.
- The CEI's M.B.A. ends with a five-week consulting project in which participants are able to put into practice some of the managerial know-how they have acquired during the course. Participants go out in groups of three to five to work in the field for a client—usually a European company or government agencies.
- It requires previous experience. The CEI's M.B.A. program gives preference to applicants with significant business experience. Thus the participant body brings with it practical exposure which can be shared and used to improve managerial effectiveness. In recent years over half of the participants have been sponsored by their companies and organizations, and the average age has been 33.
- It applies a variety of teaching methods. Rather than using just one educational methodology, the CEI has chosen to adapt its teaching techniques to the objectives of each educational event. A broad range of teaching and learning experience is used—to increase knowledge, to develop skills, and to modify attitudes.
- It maintains an optimal class size. The CEI accepts approximately 40 M.B.A. candidates each year. The group is small enough to become a cohesive unit with close interaction between particpants and large enough to encompass a variety of backgrounds, nationalities, and personalities.
- It has a cordial atmosphere. The CEI's M.B.A. program takes place in an agreeable, pleasant atmosphere. Faculty members enjoy getting to know the participants and exchanging views during coffee and lunch breaks. Students can meet participants in the programs for senior executives, which are run throughout the year.
- It offers a modular format. It is possible, under certain circumstances, to take the program's first or second module separately. Module I can be taken by those whose immediate need is to improve their basic managerial skills. The Module II is open to those who have already completed an M.B.A. but wish to broaden their abilities to operate in international situations.

ADMISSION

The CEI's M.B.A. program is designed for men and women with a previous university degree

- who have had at least three years of practical experience in industrial or business enterprises, in government service, or other fields;
- who have proved their potential for further growth; and
- who are expected to assume greater managerial responsibilities in the future especially in international management.

EXPENSES

The tuition fee for the complete M.B.A. program is Swiss Francs 22,000. It covers the tuition costs as well as all books and teaching materials, the cost of two industry study trips and travel to the location at which the consulting project is carried out. It does not cover living expenses in Geneva.

Where a participant enrolls for only a single module, the fees are Swiss Francs 12,000 for Module I and Swiss Francs 14,000 for Module II.

FINANCIAL ASSISTANCE

Participants who are financing their own stay at the CEI and are not sponsored by their company or organization may qualify for a bank loan to help cover tuition and living expenses.

CORRESPONDENCE

For further information on the M.B.A. program at CEI, please write to

Information Officer
CEI
4 chemin de Conches
1231 Conches/Geneva
Switzerland
Telephone: 022-47.11.33

CHAMINADE UNIVERSITY OF HONOLULU

HONOLULU, HAWAII

Chaminade University is located on an 60-acre tract of land in the St. Louis Heights area, about two miles from Waikiki Beach, three miles from downtown Honolulu, and one mile east of the main campus of the University of Hawaii.

PROGRAM OF STUDY

The degree of Master of Business Administration (M.B.A.) is a professional degree designed to meet the needs of individuals in business, institutions, and the government to prepare them for increasing executive responsibilities. The degree program is practice oriented, designed to develop scholarship including interpretation, organization, evaluation, and application of knowledge to business. The graduates of this program are expected to demonstrate

- a broad knowledge of policies and techniques of business administration,
- the ability to evaluate operations, diagnose problems, and specify action by intelligent analysis of business systems,
- the ability to apply appropriate quantitative and other research methodology in specifying action for decision making in business.

The Master of Business Administration curriculum of Chaminade University is provided in two options. The first option requires the completion of 30 semester hours of course work. The second provides for the completion of 24 semester hours of course work and 6 semester hours for the thesis. The M.B.A. program will be presented in 10-week accelerated semesters (45 clock hours) with each student being permitted to take up to 6 semester hours each session. Under each program the student is required to complete five core courses to assure comprehensive coverage of the broad field of business.

M.B.A. Core Requirements	*Credits*
BU 600 Behavioral Aspects of Business Systems	3
BU 610 Managerial Accounting	3
BU 620 Statistical Analysis for Business Decisions	3
BU 630 Marketing Systems	3
BU 640 Managerial Economics	3

OPTION I—Nonthesis Program

Besides the core requirements, 15 additional hours of course work must be fulfilled. This includes BU 705 and any four other courses on the following list (additional electives will be developed in accordance with student demands):

	Credits
BU 701 Entrepreneurship	3
BU 702 Business Law	3
BU 704 Personnel Management	3
BU 705 Business Policy Seminar	3
BU 710 Accounting Systems in Hawaii	3
BU 712 Financial Management	3
BU 722 Data Processing Systems	3
BU 730 Advanced Marketing Problems	3
BU 740 National Economic Policy	3
BU 770 Contemporary Tax Issues	3
BU 771 Estate Planning and Taxes	3
BU 780 Special Topics: Federal Taxation of Real Estate	3

OPTION II—Thesis Program

In addition to the M.B.A. core, nine hours of course work must be selected from the following:

	Credits
BU 701 Entrepreneurship	3
BU 702 Business Law	3
BU 704 Personnel Management	3
BU 705 Business Policy Seminar	3
BU 710 Accounting Systems in Hawaii	3
BU 712 Financial Management	3
BU 722 Data Processing Systems	3
BU 730 Advanced Marketing Problems	3
BU 740 National Economic Policy	3
BU 770 Contemporary Tax Issues	3
BU 771 Estate Planning and Taxes	3
BU 780 Special Topics: Federal Taxation of Real Estate	3

Six hours of thesis work are required:

BU 795 Thesis Research	3
BU 796 Thesis Research	3

Two courses (6 semester hours) per 10-week accelerated semester are considered a full-time load and will be the maximum each student will be allowed to carry. Courses are offered in the evening.

ADMISSION

Applications will be accepted from individuals who have earned a bachelor's degree with an overall grade-point ratio of 3.0 or better on a four-point scale. Prerequisite courses in accounting, statistics, economics, marketing, and management are also offered for persons with a nonbusiness baccalaureate degree.

All M.B.A. applicants must take the Graduate Management Admission Test (GMAT) prior to admission. An applicant from a foreign country or one who speaks English as a second language must also take the Test of English as a Foreign Language (TOEFL) and achieve a score of 550. A personal interview may be requested as part of the admission process. Candidates for this degree are selected from a list of qualified applicants. Semesters start in October, January, April, and July.

EXPENSES

Application fee, submitted with application, nonrefundable	$ 20
Tuition, per credit hour	80
Total cost (30 credits)	$2,400

CORRESPONDENCE

For further information, write or call

Chairman, M.B.A. Program
Chaminade University of Honolulu
3140 Waialae Avenue
Honolulu, Hawaii 96816
Telephone: 808-735-4744

CHAPMAN COLLEGE

ORANGE, CALIFORNIA

The goal of Chapman College is to provide liberal and professional learning of distinction within a caring and value-centered community. In 1861, the college was founded by the Christian Church (Disciples of Christ) as a private, nonprofit, coeducational institution. The campus is in Orange, a pleasant community of 90,000, and is within easy access to the abundant recreational, cultural, and employment opportunities of Southern California. Orange is 30 miles southeast of Los Angeles and 90 miles north of San Diego. The college is accredited by the Western Association of Schools and Colleges, and the School of Business and Management is a member of the American Assembly of Collegiate Schools of Business. The School of Business and Management offers the B.A. in economics, the B.S.B.A. in nine areas of specialization, the Master of Business Administration (M.B.A.), management seminars, Economic Forecast Conferences, and public issues programs.

PROGRAM OF STUDY

Through the School of Business and Management, Chapman College offers a program of day and evening classes leading to the Master of Business Administration degree. The program is specifically designed for those now holding, or ultimately seeking, administrative positions in business. The purpose of the program is to develop professional competence and capability in the functional areas of business administration. The goal is to provide the student with the knowledge and perspective needed for success in a dynamic, changing world of business administration. The M.B.A. program consists of three segments: The first segment comprises the 24-credit M.B.A. core courses, and the following classes in business administration theory and practice that are required of all candidates: MGSC 511—Statistical Decision Theory, FIN 517—Managerial Finance, ACTG 520—Managerial Accounting, MRKT 604—Marketing Management, MGSC 612—Operations Research, MGMT 613—Organization Theory; BUS 616—Research Methods in Business Administration, and BUS 675—Administrative Policy and Strategy. The second segment comprises the 12-credit elective courses. The candidate may choose 4 courses from a selection of 31 elective courses. Twenty-four of the 36 credits must be taken in residence, and students must maintain an overall grade-point average (GPA) of 3.0 in all course work. The third segment of the program comprises the comprehensive examination which is designed to test the extent to which the student has achieved the objectives of the program. The test should be taken in the final semester before graduation, and the candidate must achieve an acceptable grade.

ADMISSION

Prior study in business or economics is not a requirement for admission to the program. To achieve full graduate standing a student must have: (1) a baccalaureate degree from a college or university that was accredited at the time the degree was awarded; (2) a grade-point average of 3.0 (B or higher) in the last 60 graded semester credits earned prior to the baccalureate degree or a minimum score of 1,000 using both the GPA and the Graduate Management Admission Test (GMAT) as follows: (GPA × 200) + GMAT score = 1,000 or higher. All students will be expected to take the GMAT and to have the results sent to the Graduate Division by Educational Testing Service. This includes those students who were accepted based on a grade-point average of 3.0. Advancement to candidacy is based upon achieving full graduate standing and completion of all prerequisite requirements. The applicant must present evidence of knowledge of concepts of accounting, economics, management and marketing, business statistics, and computer science. Acceptable evidence may consist of complete undergraduate courses, experience, or satisfactory scores on an examination.

International students must submit the following before admission: (1) application for graduate studies; (2) application fee; (3) transcripts from all colleges attended; (4) completed financial form; (5) completed health form; (6) verification of English competency, Test of English as a Foreign Language (TOEFL) with a minimum score of 500, ESL level 9, or Michigan Test with a minimum score of 90. Deadlines for receipt of all application materials for international students are December 15 for spring and April 15 for fall and summer.

EXPENSES

The tuition is $140 per credit (1980-81), with an application fee of $25. Dormitory rooms, apartments, and food services are available; the 1980-81 academic year cost was $2,660 for a single dormitory room and full meal plan.

FINANCIAL ASSISTANCE

Graduate assistantships are awarded each semester and are renewable on request by the student with the recommendation of the supervising department or division. The grant covers full tuition costs up to a maximum of 18 credits, all of which must be fully acceptable toward the student's degree program.

Graduate fellowships are also awarded with a maximum amount of $600 each semester; however, the award is renewable. Eligibility is based upon the student's academic record and financial need. Federally Insured Student Loans are available to students. Applications may be obtained from the Student Financial Planning Office. Part-time employment is available through the Student Financial Planning and Career Planning and Placement Offices.

PLACEMENT

The services of the Career Planning and Placement Office are available to students and alumni. Many large business firms recruit on campus in search of business administration graduates.

CORRESPONDENCE

Address inquiries to
Dean, School of Business and Management
Chapman College
333 North Glassell
Orange, California 92666
Telephone: 714-997-6684

THE CHINESE UNIVERSITY OF HONG KONG

HONG KONG

The Chinese University of Hong Kong was founded in 1963. The campus of the university is located on a beautiful hillside in Shatin, New Territories. Graduate studies in business administration began in 1966 with the establishment of The Lingnan Institute of Business Administration.

Because of the increasing demand in Hong Kong for people with formal business education, The Chinese University of Hong Kong, with the support of several local businessmen, initiated an evening three-year program of studies leading to the Master of Business Administration (M.B.A.) degree. This program has been set up as an independent division of the university's Graduate School.

PROGRAMS OF STUDY

The major objective of the M.B.A. programs is to prepare men and women for responsible administrative and executive positions in business, government, and other organizations. In addition, the evening studies program aims to supplement the experience of practicing managers with the knowledge and theory of management.

The two-year M.B.A. program is offered by The Lingnan Institute of Business Administration on a full-time basis. The completion of the entire program usually takes two years or four semesters. Core requirements, together with elective courses, carry a total of 60 credits, but a student may waive up to 6 credits in the first semester of his first year without substituting elective courses. Besides satisfying the requirements of the core curriculum, students are required to take a certain number of elective courses to establish a degree of specialized expertise in areas of particular interest. The minimum credits required to complete the program are 54.

The class sessions of the three-year program are held in the evenings and are designed to provide business management education to practicing managers and other professional people. The 3-year program consists of 18 courses, each carrying 3 credits toward a minimum credit requirement of 54, equivalent to that required for the full-time program. Each calendar year is divided into 3 trimesters of 13 working weeks. Two or three courses are offered in each trimester, but individuals can elect to take one course per trimester and proceed at a slower pace. Completion of the 18 courses, however, must be within 5 consecutive years in order to qualify for the Master of Business Administration degree. This program offers core and elective courses similar to those of the two-year program.

ADMISSION

A first degree from a recognized university or a professional qualification judged to be the equivalent of a first degree is required of all applicants. Although students without work experience are accepted in the two-year program, those with a year or more of full-time work experience in business or government are preferred. The three-year program entrance requirements are basically similar to those for the two-year program. However, applicants to this program are expected to have at least three years of significant full-time work experience after obtaining their undergraduate degrees. Applicants who have professional or similar qualifications equivalent to a degree and have a minimum of three years of postqualification work experience may also apply for admission.

Application for admission begins on January 2 and ends on February 28 each year. A complete application should include the following:

- two application forms,
- two official transcripts of undergraduate work,
- two confidential recommendations,
- Graduate Management Admission Test (GMAT) and Test of English as a Foreign Language (TOEFL) scores.

After the selection committee has reviewed all applications, those with suitable credentials will be invited to sit for the Chinese Language Admission Test. Fluency in written and spoken Chinese and English is required for admission to either program. After reviewing the scores from the GMAT, TOEFL, and the test for Chinese, selected applicants will be interviewed by a panel of faculty members.

EXPENSES

Tuition for the two-year program will be HK$2,800 in 1981-82, HK$2,510 in 1982-83, and HK$2,740 in 1983-84. The fee is payable in two installments. Tuition for the three-year M.B.A. program in 1981-82 will be HK$3,600 per year (or HK$1,200 per trimester). In addition, a caution money of HK$100 is charged to students of both programs.

Full-time single students of The Lingnan Institute can apply for rooms in the graduate hostel. Charges will range from HK$500 to HK$750 per semester in 1981-82, and from HK$550 to HK825 in 1982-83. A limited number of rooms are available to married students (without children) at different rates, and will range from HK$300 to HK$500 per month in 1981-82, and from HK$330 to HK$550 per month in 1982-83.

In cooperation with many leading business firms in Hong Kong, The Lingnan Institute arranges for work opportunities for a limited number of students in the summer between their first and second years at the institute. These students are generally assigned meaningful projects under the supervision of the senior management of the firm which provides the employment; thus they are able to gain valuable experience related to their studies.

FINANCIAL ASSISTANCE

A number of scholarships are awarded to students of The Lingnan Institute each year on the basis of academic achievement and need. Other forms of financial assistance available to students of the institute include the Hong Kong Government bursaries and loans administered by the Joint Universities Committee on Student Finance (only available to citizens of Hong Kong) and Graduate School scholarships and bursaries. In addition, students may apply for loans from funds established by the Trustees of Lingnan Institute and the institute's alumni.

There is no financial assistance available for students in the three-year program.

CORRESPONDENCE

For further details, write to
Admissions Office
M.B.A. Programs
The Chinese University of Hong Kong
Shatin, N. T., Hong Kong

THE CITADEL

CHARLESTON, SOUTH CAROLINA

PROGRAM OF STUDY

The Master of Business Administration (M.B.A.) program is designed to provide broad professional training in business administration so that students will be better equipped with knowledge and skills for future executive careers. It aims to give the student a knowledge of theories, techniques of analysis, and methods of control that are common to all business, as well as an awareness of the social and human considerations in our economic society.

The M.B.A. program is designed for students having a bachelor's degree in liberal arts, engineering, or sciences, as well as those with degrees in business administration. Students with degrees in business administration are eligible to enroll in graduate courses provided the specific course prerequisites have been met. Students with degrees in other fields must first complete the foundation course program outlined below. If some of the courses in the foundation course program have been completed, the student may proceed with the master's program while completing the remainder of the foundation course program. The courses generally will be offered in the evenings for people employed in the Charleston area. For this reason a student will usually take no more than two courses per semester.

In order to meet the standards of the American Assembly of Collegiate Schools of Business, students must be instructed in the core areas of economics, accounting, statistics, business law, business finance, marketing, and management. In order to meet these standards the following undergraduate courses are required for the foundation course program: principles of economics, principles of accounting, statistics, principles of marketing, business finance, management, and business law.

The requirements for the graduate course program are 30 semester hours of graduate study, including 7 required courses and 3 elective courses. No thesis is required. The required courses are as follows: managerial economics, management theory, managerial accounting, financial management, marketing administration, quantitative methods for business decision making, and business policy.

In addition to the above, three of the following must be elected: economic policy, computer information systems, financial institutions, investment policies, organization behavior and administration, legal aspects of business, consumer behavior and marketing research, production planning and control, and contemporary accounting theory and advanced problems.

Transfer credit may be approved for any of the foundation courses, and up to six hours credit for graduate courses may be approved for transfer, provided the graduate credits were earned within five years prior to admission. Courses completed in the University of South Carolina MBA-ETV program may be approved for credit. Correspondence courses will not be approved for credit.

A grade of A, B, or C will be considered passing for a graduate course. If a grade of D is received on a graduate course, the course must be repeated. A graduate course may not be repeated more than once. If a grade of F or WF (withdrawal failing) is received on a graduate course, the student—except in unusual circumstances—must withdraw from the program. An incomplete grade must be completed within the next academic semester. A grade of WP (withdrawal passing) earns no credit.

The Master of Business Administration degree will be conferred upon the successful completion of 30 hours of graduate credit with a grade-point ratio of 3.0 or better.

ADMISSION

Applicants will be admitted to the Master of Business Administration program on the basis of scholastic ability for graduate study, qualities of character, motivation, and other attributes appropriate to administrative responsibility. Anyone holding a bachelor's degree from an accredited college or university is eligible for consideration. Prior study in business or economics is not a requirement for admission. In the selection process the Admissions Committee will carefully appraise the following:

- academic record—the official transcripts of all colleges and universities previously attended will be examined not only for the overall grade average but also for trend of grades and areas of particular scholastic strengths,
- scores on the Graduate Management Admission Test,
- references—at least two letters of reference, preferably from faculty members of the undergraduate school attended (If these are not easily available, references from associates in business or the military services may be substituted),
- a personal interview with a designated representative of the college.

EXPENSES

Costs will include a $15 application fee, $40 for each graduate credit hour, a registration fee of $5 for each semester or summer-school term, and a $2 laboratory fee for accounting courses.

CORRESPONDENCE

For further information, contact

Department of Business Administration
The Citadel
Charleston, South Carolina 29409

CLAREMONT GRADUATE SCHOOL

CLAREMONT, CALIFORNIA

The Claremont Graduate School is one of The Claremont Colleges, a group of six affiliated colleges. The others are Pomona, Scripps, Claremont Men's, Harvey Mudd, and Pitzer. The Claremont Colleges base their association on the cluster concept combining the strengths of the small college and those of a large university. The small college offers the student closer relationships with teaching faculty and more opportunity for individual development. At the same time the colleges cooperate to provide many facilities and services characteristic of a university.

In keeping with the tradition of academic excellence of The Claremont Colleges, Claremont Graduate School offers its M.B.A., M.B.E., and Ph.D. courses in moderate classes. The academic resources are many and varied. The Honnold Library System contains about 1,200,000 volumes. The Seaver Computer Center offers two computers: a timesharing DEC PDP-10 and a batch-processing IBM 4331 and VAX-11/780. The tone and pace of campus life at Claremont foster the spirit of learning and inquiry largely free of pressures and distractions from the urban environment. Even so, Los Angeles, with its unique energy and focus, lies a scant 30 minutes to the west.

PROGRAMS OF STUDY

Four alternative masters' programs are offered: the M.B.A., M.B.E., M.A.M. and Executive M.B.A. All four programs are designed for those interested in the practice of management in both profit and nonprofit organizations. The Master of Business Economics degree is designed for those who wish to have a heavier concentration in economics than is normal in the M.B.A. program.

The M.B.A. and M.B.E. degrees involve the attainment of the fundamental skills typically associated with the basic graduate master's degree in business. Emphasis is placed on the development of concepts and analytic techniques useful in understanding and solving business and organizational problems drawn from the fields of economics, business, management, science, math, psychology, and other related fields. The program requires 12 regular courses (48 units of graduate credit: 7 required core courses, 5 electives). Full-time students may expect to complete the program in three semesters. The only formal course prerequisite is that students should have quantitative skills equivalent to one year of calculus.

The M.B.A. and M.B.E. programs are designed for those holding bachelor's degrees in the humanities, social sciences, engineering, and science. Full-time students interact with part-time students who have organizational experience. The required courses are scheduled in the late afternoon and evening hours for the convenience of part-time students. The Ph.D. is offered with areas of concentration in finance, marketing, and organization/management.

The Master of Arts in Management (M.A.M.) degree and the Executive M.B.A. are available through the Executive Management Program, a program specifically developed for those who are now carrying managerial responsibility. The program also offers the Doctor of Philosophy in Executive Management and a nondegree Certificate in Executive Management.

The Executive Management Program helps professional managers and executives to increase their sophistication in analysis and decision making. It permits them to earn a degree/certificate while continuing in their positions. Only experienced managers are admitted. The program is intended for those in business, industry, nonprofit groups, and government. The program has some parallels to the M.B.A. and M.B.E. programs but performs a function more closely aligned with policy making. Classes meet evenings, and some course work will be available during the summer session. For further information, prospective applicants may request a special brochure from the Director, Executive Management Program.

ADMISSION

Applicants for admission to the M.B.A. program must submit (1) a completed application form, (2) transcripts of all college-level work showing the satisfactory completion of a bachelor's degree, (3) scores on the required Graduate Management Admission Test, and (4) three recommendations on forms provided with the application. Admission is based upon the applicant's test scores, the quality of the transcript rather than the subject matter of an undergraduate major, and demonstrated potential for responsible leadership. Experience, business or military, is an important factor in admissions policy and receives positive consideration. Although applications for admission will be welcomed at any time, applicants are normally admitted in the spring for enrollment in September.

EXPENSES

The tuition charge for all students registering for full-time graduate work is $4,000 (estimated) per academic year. The graduate housing fees per academic year are $700 for a single room (estimated), $1,400 for a one-bedroom apartment (estimated), and $1,500 for a two- bedroom apartment (estimated). The Claremont Graduate School reserves the right to change tuition and other fees at any time.

FINANCIAL ASSISTANCE

A limited number of scholarships are available to full-time master's students who present outstanding credentials. Loans and work-study opportunities are also available to all qualified students. Most Ph.D. students can expect financial support.

PLACEMENT

A very active Placement Office is maintained for M.B.A., M.B.E., Ph.D. students, and alumni. Placement services, career planning, counseling, resume and interview assistance, recruiting interviews as well as numerous publications to assist students and alumni are provided. The CGS Placement Office also helps students find part-time jobs.

CORRESPONDENCE

Inquiries should be addressed to
Chairman
Department of Business Administration
Claremont Graduate School
Claremont, California 91711
Telephone: 714-621-8073

CLARION STATE COLLEGE

CLARION, PENNSYLVANIA

Clarion State College was established in 1867. A coeducational college, it is one of the 14 institutions in the state college system of Pennsylvania. Located in northwestern Pennsylvania, the college has an enrollment of 4,900 students. Most of the students attend full time. The campus has grown significantly during the past 10 years; as a result, the majority of the physical plant consists of new buildings constructed within this period.

PROGRAM OF STUDY

The major objective of graduate study in the School of Business Administration is to provide those enrolled with the opportunity to develop a basic core of knowledge concerning the theory, techniques, and practices of administering business activities. In addition to studying the basic core of knowledge, candidates for the degree will have the opportunity for some in-depth study in a particular area of interest.

The program is designed to accommodate candidates with undergraduate degrees in fields other than business administration, as well as graduates from business degree programs. Candidates with undergraduate degrees other than in business administration can have up to 30 credits of deficiencies to make up prior to meeting the requirements of the program, depending on their undergraduate curriculum. Persons in this category are encouraged to apply for the program and discuss their specific requirements with the Dean of the School of Business Administration. The deficiencies of each student will be determined by the committee on admissions and screening. The student can remove the deficiency by registering in appropriate undergraduate courses or by demonstrating to his major professor sufficient knowledge in the deficient areas.

The program leading to the degree is based on a total requirement of 33 credits beyond any deficiencies which are determined at the time of admission. Eighteen credits of this 33 are specifically required courses. All students must take courses in organizational structure and behavior, quantitative analysis for business decisions, and a capstone course in business policy. They will have a choice of selecting from two to three courses to meet the requirement of studying the business environment. Six credits, or two courses, from the four functional areas of accounting, marketing, finance, or economics are required of all students. The remaining 15 credits in the program are elected, permitting the student to design the program to particular objectives with the approval of the M.B.A. Director.

A maximum of 6 hours credit toward the 33 credits required for the M.B.A. degree may be transferred from other accredited graduate programs with the approval of the M.B.A. committee. Transfer credits beyond this limit will be accepted to eliminate deficiencies. No graduate credit is granted for correspondence courses. Subject to the regulations governing the transfer of credits, the entire program must be taken in residence. The maximum time for completion of the degree program is six calendar years from the date of first enrollment.

All students must apply for and be advanced to candidacy approximately half-way through their program. The application is made after the completion of not less than 12 nor more than 18 graduate credit hours. This does not include courses taken to remove deficiencies.

Students can enroll in the program on either a full-time or part-time basis. Graduate classes are scheduled in late afternoon and evening and on weekends to accommodate the part-time enrollment.

ADMISSION

Admission to the M.B.A. program is open to qualified graduates of recognized colleges or universities accredited by a regional or general accrediting agency. There are three major requirements for consideration of admission to the program. They are (1) a generally satisfactory undergraduate record; (2) acceptable scores on the Graduate Management Admission Test; and (3) three letters of recommendation from the applicant's professors and/or employer.

EXPENSES

Expenses are listed as of January 1, 1981 and are subject to change.

	In state	*Out of state*
Application fee	$ 10	$ 10
Tuition, per semester hour	62	62
Nine semester hours or more	550	550
Room and board, per semester as available	650	650
Books and supplies	75	75

FINANCIAL ASSISTANCE

The School of Business Administration awards a number of graduate assistantships annually. These carry stipends of $1,352.50 or $2,705, depending on services rendered. Basic fees (tuition) are waived.

PLACEMENT

The college maintains an Office of Career Planning and Placement. This office is visited annually by representatives of leading companies. Alumni are kept informed of placement opportunities.

CORRESPONDENCE

For further information on the M.B.A. program offered by Clarion State College, please write or call

Dean of Graduate Studies
Telephone: 814-226-2337
or
Director of the M.B.A. Program
Clarion State College
Clarion, Pennsylvania 16214
Telephone: 814-226-2600

CLARK UNIVERSITY

WORCESTER, MASSACHUSETTS

Clark University is an urban, independent university of liberal arts, founded in 1887 as a graduate institution. By design, the university has remained small, offering students the rare educational experience of close personal relationships between and among the faculty and students. The university has approximately 2,000 undergraduate and 750 graduate students. The Department of Management enrolls approximately 50 full-time and 300 part-time students in its Master of Business Administration (M.B.A.) program.

The campus is located in Worcester, a city of 185,000 people in central Massachusetts, within an hour's drive of Boston. The city has a diversified industry and is distinguished as an educational center. The 10 schools of higher education in the Worcester area, which enroll more than 10,000 students, have formed the Worcester Consortium for Higher Education. Clark students are permitted to register at the other institutions for special courses and topics, and shuttle buses operate between the schools.

PROGRAMS OF STUDY

Clark offers graduate programs leading to the M.B.A., M.H.A., or the M.P.A. degree, a five-year B.A./M.B.A. program, and a B.A. in business/management.

The M.B.A. program is not solely committed to the study of business organizations. The faculty believes the study of management applies to all organizations, not-for-profit as well as profit. M.B.A. students are interested in careers in business, government, health care, education, and other settings.

The M.B.A. program requires 16 graduate credits for the degree, equivalent to four semesters of full-time graduate study. The 16 credits are organized into four categories of course work and independent study (courses meet for 14 weeks, 3 hours a week, unless otherwise indicated):

1) Required background courses are designed to introduce students to the fundamental language, concepts, and skills underlying the core functional fields of management. Students with previous course work or experience in these areas may elect to waive these courses by taking and passing waiver exams. Background courses are MGMT 301, Managerial Accounting and Finance, MGMT 302, Quantitative Methods, MGMT 303, Managerial Economics, and MGMT 310, Organization Behavior. Students must have a basic knowledge of computer programming. This requirement may be met by taking a noncredit, short computer course, by passing a waiver exam, or completing a computer programming course.

2) Required core management courses, intended to provide students with basic background knowledge and skills in several important functional areas, are MGMT 330, Marketing Management, MGMT 340, Financial Management, MGMT 350, Operations Management, MGMT 360, Business Policy, and MGMT 362, Corporate Social Responsibility.

3) Seminars and electives are designed to meet three objectives: they focus students more intensively on advanced topics in a particular functional area (e.g., seminar in marketing research); or they provide students an opportunity to integrate previous course work by applying their knowledge/skills to a particular problem area (e.g., small business management); or they provide students an opportunity to explore important related topics in management (e.g., legal aspects of management or corporate social responsibility). Students electing a general management concentration are required to select at least two advanced courses in two core areas.

4) Students are required to engage in some form of faculty-supervised independent study in management in order to demonstrate their ability to apply management concepts and techniques to management problems. This research may take the form of empirical scientific studies, comprehensive case analyses, development of quantitative models for forecasting and inventory control, comprehensive review of previous work in some managerial area, or some other approved project.

Research must culminate with either of two products: (1) a major applied research project in one area, or (2) two applied research projects in two different areas of management. The independent research project(s) can be counted as up to 2 credits toward the 16-credit requirement.

In addition to a general management orientation, the M.B.A. offers specializations in human resource management/organization development, marketing, and finance/accounting.

ADMISSION

Admission to the M.B.A. program is open to all students who have a bachelor's degree or its equivalent and who show potential for success. Official transcripts of previous college and/or university work are required as well as three letters of recommendation. Additional criteria used in evaluating an applicant's potential include degree of achievement in previous undergraduate/graduate work and performance on the Graduate Management Admission Test (GMAT).

Foreign students must apply directly to the Graduate School Office of Clark University.

EXPENSES

For the year 1980-81, tuition for all courses was $400 per course. The only other charges are a $20 nonreturnable application fee and a $25 diploma-publication fee. The cost of room, board, books, and sundries totals about $2,000 for one year.

CORRESPONDENCE

Inquiries should be sent to
Dean, Graduate Programs in Management
Clark University
950 Main Street
Worcester, Massachusetts 01610

CLARKSON COLLEGE

POTSDAM, NEW YORK

Clarkson College was founded in 1896. About 60 percent of the students are enrolled in the School of Engineering; the remainder are about equally divided between the School of Arts and Science and the School of Management. The college's faculty of over 200 members promotes technical and professional competence, but recognizes the need for an adequate liberal arts background as a preparation for citizenship and life enjoyment.

The School of Management, which is 55 years old, has risen to prominence in the last 15 years. Its 40-member faculty represents all areas of the United States, and its members are dedicated to excellence in teaching and quality in research. A close personal relationship between students and faculty is encouraged. Students also benefit from the small, friendly community, the excellent ecological climate, outdoor recreation, and the variety of placement opportunities.

Current enrollment at Clarkson is about 3,600 undergraduate and 290 graduate students. Graduate enrollment in the School of Management ranges from 90 to 100 students, approximately 50 of whom attend full time.

Located in the center of the St. Lawrence Valley, Potsdam is bounded on the northwest by the St. Lawrence River and on the southeast by the Adirondack State Park. It is primarily a recreational and dairy-farming area. Skiing (downhill and cross-country), ice-skating, ice hockey, snowshoeing, hiking, canoeing, hunting, and fishing are some of the popular outdoor activities. The climate is dry and cool with adequate but not excessive snowfall.

In addition to the students at Clarkson College, about 5,000 students are enrolled at the State University of New York College at Potsdam, so the community of scholars is approximately 9,000 in a town of about 10,000 permanent residents. This provides an excellent student-oriented atmosphere and valuable social and cultural facilities. The nearest large cities are Syracuse, New York (140 miles), Ottawa, Ontario (90 miles), and Montreal, Quebec (100 miles).

PROGRAMS OF STUDY

Clarkson College offers programs leading to the Master of Business Administration (M.B.A.) degree and the Master of Science (M.S.) degree in industrial management. Clarkson, recognized for over half a century as one of the nation's leading professional and technical colleges, has emphasized graduate programs in management for more than 10 years. Requirements for the M.B.A. or M.S. degree include 27 semester hours of credit in foundation courses and 30 hours of graduate courses.

The M.B.A. degree, designed for broad professional development, may be completed in 9 to 14 months, depending on foundation preparation. Students who majored in business administration at the undergraduate level have usually completed the foundation requirements in their undergraduate work. Candidates for the M.B.A. degree must complete work in at least six of eight functional areas: managerial accounting, economic theory, management science, organizational behavior, financial management, marketing management, management information systems, and operations management. Managerial policy and a project are also required. Concentrations are available in accounting and management information systems.

The M.S. in industrial management, in contrast to the M.B.A., offers highly specialized, in-depth study in a specific area of the student's choice. The Director of Graduate Programs advises each student according to the career goal chosen.

ADMISSION

Admission to M.B.A. and M.S. programs is open to qualified students with a baccalaureate degree. Interested applicants should write to the address given below for information and application forms. The Graduate Management Admission Test (GMAT) is required and should be taken at an early date. Completed applications, transcripts, test scores, and references will be reviewed after October 1 for January admission or after February 15 for summer or September admission. No deadlines are set, but early applicants are given preference. Applicants from non-English-speaking countries must submit scores on the Test of English as a Foreign Language (TOEFL).

EXPENSES

All students pay tuition of $510 per 3-credit course or $5,100 per year (30 credit hours). Additional fees are approximately $125.

Living costs for one year of study are estimated at $4,500, exclusive of tuition, but may vary by 20 percent depending on the choice of housing and miscellaneous expenses.

FINANCIAL ASSISTANCE

A number of teaching and research assistantships are available on a competitive basis, ranging from tuition remission (for 30 credit hours) to additional stipends for students with outstanding academic credentials. The College Financial Aid Office will help candidates to secure loans, but few funds are available on a need basis. Foreign students must secure a guarantee of adequate financial support before arrival since very few employment opportunities exist in Potsdam.

CORRESPONDENCE

For information on the graduate programs in management offered at Clarkson, please write or call

Dean of the Graduate School
Clarkson College
Potsdam, New York 13676
Telephone: 315-268-6613

CLEMSON UNIVERSITY—FURMAN UNIVERSITY

FURMAN CAMPUS, GREENVILLE, SOUTH CAROLINA

Furman University and Clemson University, joining forces in a unique educational effort, have established a program of graduate study in business administration leading to the Master of Business Administration (M.B.A.) degree. The degree is awarded jointly by Clemson and Furman and carries the names of both institutions. Faculty are provided by Clemson's College of Industrial Management and Textile Science and by Furman's Department of Economics and Business Administration.

Clemson, a land-grant, state-supported university, and Furman, a private liberal arts college, are cooperating to provide an opportunity for university graduates in the area to pursue gradulate-level training in the field of business administration. The Furman campus was chosen as the location for this joint program because of the heavy concentration of business and industry within commuting distance of Greenville; however, the capabilities of both universities are brought to bear on the program, thereby combining the special abilities of professors from each school. Library resources and computer facilities at both the Clemson campus and the Furman campus are available to students.

PROGRAM OF STUDY

The Master of Business Administration program has as its principal goal the preparation of candidates for positions of responsibility in business, government, and industry. It is designed to provide the student with a broad professional training which will enable him to deal more effectively with a rapidly changing business and social environment. The Clemson-Furman M.B.A. program operates an active adjunct professorship program, with selected corporation presidents meeting once each semester with individual classes. By this means business and industrial leaders become directly involved in the process of educating men and women for positions of leadership.

The program is open to both full-time and part-time students. Since all classes are offered during evening hours, individuals may undertake graduate-level education as part-time students without the necessity of terminating employment.

Graduates of engineering and liberal arts schools, as well as business administration graduates, are encouraged to enroll. Applicants for the M.B.A. program who have an undergraduate background in business or economics are normally permitted direct entry into graduate-level courses. Graduates of engineering or liberal arts schools who have no substantial background in business must present academic credits in each of the following areas before enrollment in graduate course work: principles of accounting and control systems, introduction to statistics, principles of economics, business management and organization, business finance, legal environment of business quantitative methods, and management data systems.

Students whose undergraduate work includes the above courses in business and economics may complete the requirements for the M.B.A. degree in one calendar year of full-time study. Part-time students having the necessary prerequisites may be able to complete the program in two or three years depending on the number of courses taken each semester. M.B.A. students must complete a minimum of 30 credit hours of graduate-level work. The following courses are required: managerial economics, statistical analysis of business operations, managerial accounting and information systems, operations management, financial management, managerial problems in marketing, organization theory and behavior, and managerial policy. In addition, six semester hours must be selected from the following courses: research and communications, legal and social environment of business, international business management, financial markets and institutions, and industrial relations.

A student may transfer up to six hours toward the master's degree provided the work was taken at an approved graduate school. The transfer of credits must be approved by the Admissions Committee.

ADMISSION

All applicants for admission to the program must hold a bachelor's degree from an accredited college or university; the degree may be in any academic discipline. Applicants may enter the program for the fall semester, the spring semester, or the summer session.

Students are admitted to the program as candidates for the degree of Master of Business Administration on the basis of interest, aptitude, and capacity for business study as indicated by previous academic records, scores on the Graduate Management Admission Test (GMAT), letters from employers and faculty members, and pertinent information from the student's application. A thorough effort is made to determine the applicant's potential for graduate study in business. The program seeks those who possess the capacity for creative and analytical thinking as well as a high level of motivation for graduate study and a career in business administration.

EXPENSES

Tuition is $110 per credit hour. A nonrefundable, nonrecurring fee of $15 must accompany each application. A diploma fee of $35 is payable upon completion of the program.

FINANCIAL ASSISTANCE

Low-interest, federally sponsored loans are available for students attending on at least a half-time basis.

PLACEMENT

The placement offices of both Furman University and Clemson University are available to assist graduate students in obtaining either full- or part-time employment.

CORRESPONDENCE

For further information, write or call
Director
Clemson-Furman Master of
Business Administration Program
Furman University Campus
Greenville, South Carolina 29613
Telephone: 803-294-2090 or 2091

CLEVELAND STATE UNIVERSITY

CLEVELAND, OHIO

Cleveland State University is a distinctly urban university, created in 1964 to fill a need for higher education facilities in the Cleveland area. The university is coeducational with an enrollment of over 19,000 students. The four graduate business programs have an enrollment of over 1,000 full- and part-time students.

PROGRAMS OF STUDY

The program leading to the degree of Master of Business Administration (M.B.A.) began in 1970. It is designed for students whose undergraduate preparation is in nonbusiness areas, as well as for students with undergraduate training in business. The program is designed to meet the needs of both full-time and part-time students. The M.B.A. program is fully accredited by the American Assembly of Collegiate Schools of Business (AACSB). All courses taken for graduate credit will be offered both in the daytime and evening. The curriculum consists of three sections: (1) 11 basic courses (44 hours) that can be waived if the student has had a background of courses in business, (2) 6 core courses (24 hours), and (3) 5 electives and one research project (24 hours). The total curriculum is 23 courses (92 quarter hours).

The primary thrust of the Master of Accountancy and Financial Information Systems degree is to develop competent accountants who are knowledgeable in financial information systems and make them able to provide and interpret sophisticated financial information for the business community. The program will accommodate either day or evening students on a full- or part-time basis. The curriculum consists of 9 foundation courses (36 hours) which can be waived with appropriate business background, 4 foundation courses (16 hours), and 12 core courses (48 hours).

The Master of Computer and Information Science program is a professional degree program specifically designed to combine a thorough education in computer and information science with an application area in business, engineering, science, or mathematics. The program is open to full- and part-time students. For students lacking prior computer science background a 56-hour preparatory program must be taken. The basic master's program consists of 45 hours beyond the prerequisites.

The College of Business Administration and the Department of Political Science offer a jointly sponsored and administered program leading to the degree of Master of Public Administration. The principal objective of this program is to prepare its graduates for administrative positions in government, nonprofit, and public service organizations. The program is designed primarily for part-time evening students wishing to enter into or to enhance a career in government. The curriculum for the M.P.A. program consists of 56 hours of study beyond the 3 prerequisite courses (12 hours). Students are not required to have taken any specific courses as a prerequisite for admission.

ADMISSION

Students are admitted to graduate programs in the fall (September), winter (January), spring (March), and summer (June) quarters. Applications and credentials should be submitted not later than six weeks before the beginning of the term. International applicants should submit all materials six months before the beginning of the term. A nonrefundable application fee of $15 must accompany all applications for graduate study at the university.

In addition to submitting transcripts from each college or university attended, students are required to submit two letters of recommendation and must have a total of at least 950 points based on the formula: 200 × the overall grade-point average plus the Graduate Management Admission Test (GMAT) score; or at least 1000 points based on the formula: 200 × the upper-division grade-point average plus the GMAT score.

EXPENSES

For 13-16 credit hours (full time)	*Resident of Ohio*	*Nonresident of Ohio*
Instructional fee	$417	$417
General fee	50	50
Tuition surcharge		467
Total	$467	$934
1-12 credit hours, each	$ 36	$ 72

FINANCIAL ASSISTANCE

Assistantships are available carrying a stipend of up to $1,300 per quarter in addition to waiver of fees. Recipients will be expected to assist faculty, and only full-time graduate students will be considered.

For Ohio residents state guaranteed loans are available. The university participates in the National Direct Student Loan Program.

PLACEMENT

The school maintains its own placement office. Representatives from business and industry engaged in recruitment programs are invited to interview students and alumni.

CORRESPONDENCE

For further information, write or call
Dean, College of Graduate Studies
Cleveland State University
Cleveland, Ohio 44115
Telephone: 216-687-3592

THE COLLEGE OF INSURANCE

NEW YORK, NEW YORK

The College of Insurance, established in 1962, can trace its genesis to 1901 and the establishment of the Insurance Society of New York. Accredited by the Middle States Association, the New York City private college now offers degrees on the master's, bachelor's, and associate's levels.

PROGRAM OF STUDY

The college's Master of Business Administration (M.B.A.) program encompasses 38 graduate credits (32 credits if a thesis is elected). Twenty-six of these credits are required core courses in areas of economics, management theory, financial management, and quantitative techniques. Twelve are selected from electives in the areas of insurance management and risk management.

While the M.B.A. program is designed for the typical B.B.A. graduate, an accelerated series of preparatory courses has been formulated for those persons holding bachelor's degrees in fields other than business administration. All applicants must also have or acquire a fundamental knowledge of insurance at the survey level.

ADMISSION

The minimum requirement for admission to the M.B.A. program is a bachelor's degree. Candidates must also meet the following conditions:

- in general, the college encourages applicants with undergraduate records at the B level or better, particularly in economics and business subjects;
- each applicant must have achieved a score satisfactory to the Graduate Admissions Committee on the Graduate Management Admission Test as an indication of ability to pursue graduate study successfully;
- a personal interview may be required for admission to the graduate program.

Application deadlines are July 15 for the fall semester and December 15 for the spring semester. An application fee of $25 is required when the application is submitted, and a $18 registration fee is required each term when one or more courses are taken.

EXPENSES

Graduate-level tuition is $106 per credit hour for employees of organizations sponsoring The College of Insurance and $116 per credit hour for all others. Tuition for courses taken at the undergraduate level is $80 per credit hour for employees of organizations sponsoring the college and $90 per credit hour for all others. These tuition fees were in effect for the 1980-81 academic year.

CORRESPONDENCE

Applications for admission to the program should be directed to

Graduate Admissions Committee
The College of Insurance
123 William Street
New York, New York 10038

Additional information may be obtained from
The Chairman
Business Administration Division
The College of Insurance
123 William Street
New York, New York 10038
Telephone: 212-962-4111

THE COLLEGE OF SAINT ROSE

ALBANY, NEW YORK

The College of Saint Rose (CSR), an independent, coeducational liberal arts college, has an enrollment of 2,800 students. Of this number, 800 are graduate students, the majority of them attending part time. The college offers the M.A., M.S., and M.S. in Ed. in 15 fields of education, special education, the liberal arts, and management. Founded in 1920, CSR is fully accredited and has been offering graduate-degree programs since 1949.

CSR is characterized by academic strength and openness to innovation as well as by traditions of service, respect for the individual, and commitment to values. Located in the center of Albany, the college combines the advantages of an urban campus with an informal environment. Student involvement is full and varied; graduate students serve on all college committees and are active in all areas of college life. Although CSR gives highest priority to excellence in teaching, members of the faculty are engaged in a number of research projects, often in cooperation with students.

PROGRAM OF STUDY

The program in management, the newest of the CSR graduate programs, admitted its first applicants for the summer 1977 semester. Designed to serve the professionally engaged person who wishes to pursue a degree through part-time study, the program is characterized by an orientation toward the behavioral sciences and emphasizes the social implications, the ethical dimensions, and the value ramifications of managerial decisions. The degree of Master of Science in Management is awarded to students who successfully complete the program.

Students complete a minimum of 30 graduate credits in advanced work. Prerequisites for this study may be satisfied by undergraduate work when students enter with a bachelor's degree in management or administration, or by appropriate graduate-level work when students enter the program from other fields. Selected undergraduate courses, which are part of the regular CSR curriculum, are offered in the evening each semester; graduate applicants are eligible to register for these courses in order to fulfill prerequisites.

On the advanced level, the program provides work in the following areas: accounting, business environments, business policy, data systems, economics, finance, and marketing. There are also several elective options. A capstone course, taken at the end of the program, provides an overall synthesis of material covered in earlier courses. Students also participate in a workshop seminar each semester, exploring further dimensions of the managerial sciences.

The college operates on the semester system and provides fall, spring, and summer offerings. The program in management is designed for the part-time, evening student; the degree may ordinarily be completed within three years from the time of admission to advanced work. Degrees are awarded in May of each year.

ADMISSION

CSR welcomes applications from men and women in or preparing for managerial positions or from any fields in which the insights, understandings, attitudes, and managerial skills appropriate for business administration are of value. Applicants should submit the following materials:

- the application form together with the application fee,
- official transcripts from all colleges attended (sent directly to the Graduate School from the other institutions),
- scores from the Graduate Management Admission Test (GMAT),
- two letters of recommendation for graduate study from college professors or from professional supervisors.

A personal interview is encouraged but not required.

When all credentials are complete, the application will be reviewed by the program committee on admissions. In order to be considered for the program in management, an applicant should have earned a minimum index of 3.0 on a scale of 4.0 in his undergraduate major.

EXPENSES

Tuition is $100 per credit hour. Other academic fees include the one-time application fee of $15, a registration fee of $5 each semester, and college activities fees totaling $5.

FINANCIAL ASSISTANCE

Because the program in management is designed to serve the needs of the part-time student, financial aid opportunities are minimal. Students who are enrolled for six hours are eligible to apply for National Direct Student Loans as well as loans through the New York Higher Education Assistance Corporation Program. All inquiries should be addressed to the Office of Financial Aid.

PLACEMENT

All graduate students are encouraged to take advantage of the services of the CSR Career Counseling and Placement Office. These services include placement advice and information, interviews with representatives from business, industry, and government, and yearly placement seminars.

CORRESPONDENCE

For further information on the program in management, please write or call

Graduate Dean
The College of Saint Rose
432 Western Avenue
Albany, New York 12203
Telephone: 518-454-5136

COLLEGE OF ST. THOMAS

ST. PAUL, MINNESOTA

The College of St. Thomas is a private, four-year liberal arts college located in St. Paul, Minnesota. It lies at almost the center of the Minnesota Twin Cities metropolitan area, within easy commuting distance of both St. Paul and Minneapolis downtown districts.

A self-proclaimed "teaching" college—one primarily concerned with the instruction of its 3,100 plus undergraduates—St. Thomas also operates two postgraduate programs. These are the Graduate Programs in Management and the Graduate Programs in Education.

St. Thomas offers more than 40 majors in its Bachelor of Arts degree program. Of these, the strongest in terms of number of faculty members, curricular variation, and student enrollment is business administration. More than one-fourth of the undergraduate student body is majoring in business administration. These majors include accounting, finance, general business administration, management, and marketing. Closely related degree programs in quantitative methods and economics are also offered.

The Master of Business Administration (M.B.A.) faculty is comprised of full-time members of the business administration, economics, and quantitative methods departments and full-time professionals in business, health care, energy, or government sectors who teach on a part-time basis. Though all classes are held evenings and Saturdays, the M.B.A. program does make full use of the college's facilities. The college's extensive O'Shaughnessy Library, one of the leading small college facilities of its kind in the northern Midwest, is available for use by M.B.A. students. Academic departments and students also use the college's Computing Center (part of an intercollegiate computer system) and the professionally staffed Audio-Visual Center, which provides a full range of audio and graphic-visual services.

PROGRAMS OF STUDY

The College of St. Thomas' Graduate Programs in Management offer five formal M.B.A. program adaptations designed to meet the managerial needs of students from both the profit and nonprofit sectors. M.B.A. specializations in health care management, contract management, public management, and energy management differ from the M.B.A. specialization in business management in the application of topics to profit and nonprofit organizations. The M.B.A. program integrates the fundamental managerial concepts, processes, disciplines, techniques, and tools which are common in differing organizational applications. In areas where all students can benefit from a single systemic presentation of topical content, a single common course offering will be taken by all students. In areas where specialized applications merit alternative presentations, alternative course offerings are available.

The M.B.A. program is professional rather than research oriented. The program requirements offer a good blend of theoretical and professionally applied courses which exercise the students in tools, methods, and techniques for managerial decision making. The objective of the program is to educate efficient, professional, and contemporary managers for business, industry, government, and health care organizations.

The program is open to any student holding a bachelor's degree from an accredited institution, regardless of undergraduate major. The Graduate Management Admission Test is required of all students. The M.B.A. can be completed in two and one-half to three years. The program is made up of 14 courses of 3 semester credit hours each and allows for 6 elective hours within 3 areas of concentration.

The M.B.A. program outline and content is as follows:

Part I: Foundation Courses	*Sem. Cr. Hrs.*	
Financial Accounting Concepts	3	
Statistical Methods for Decision Making	3	
Managerial Accounting	3	
Aggregate Business and Economic Analysis	3	12
Part II: Management Core Courses		
Managerial Economics	3	
Organization Theory and Behavior	3	
Legal and Social Environment	3	9
Part III: Functional Management Courses		
Operations Management	3	
Financial Management	3	
Marketing Management	3	
Personnel Management	3	12
Part IV: Concentration Courses (Two Required)		
Marketing		
Management		
Finance		6
Part V: Policy Formulation and Implementation	3	3

ADMISSION

Admission into the program is based upon four criteria:

- undergraduate degree and grade-point average,
- Graduate Management Admission Test,
- responsibility and accountability in professional work,
- motivation to take and complete the M.B.A. program.

Eligible students may enter any one of three semesters—fall, spring, or summer. Preferred consideration is given to applications received by July 1 (fall), November 1 (spring), and April 1 (summer).

EXPENSES

Application fee, nonrefundable	$ 15
Tuition, per semester credit hour	105

It is expected that additional expenses for books and classroom materials would amount to approximately $25 per three-hour course.

CORRESPONDENCE

For information and applications, write or call

Director of M.B.A. Admissions
Graduate Programs in Management
College of St. Thomas
St. Paul, Minnesota 55105
Telephone: 612-647-5327

COLLEGE OF WILLIAM AND MARY

WILLIAMSBURG, VIRGINIA

The College of William and Mary is a coeducational, state-supported institution with an enrollment of about 6,300 students. About 20 percent are engaged in graduate-degree programs. Located in Williamsburg, Virginia, the college is adjacent to the restored area of Colonial Williamsburg. Chartered in 1693, the College of William and Mary in Virginia is a small, modern university, oriented toward breadth of curricula and high academic standards.

PROGRAM OF STUDY

The Master of Business Administration (M.B.A.) degree program objective is development of the broadly educated professional manager. Knowledge is acquired and skills are developed in managerial areas of problem analysis, evaluation and decision, and implementation of these decisions within the social and economic environment of contemporary American life. The case method is emphasized but not used exclusively.

The M.B.A. program requires 60 semester credit hours. Of the total, 36 hours are required courses including the common body of knowledge basic to modern business and managerial practice. The remaining 24 hours are in elective areas of marketing and distribution, management and organization, applied economics, finance, operations management, and accounting and control. A student is required to choose one elective course from five elective areas. Beyond the five required elective courses the student can choose three courses as free electives. Students must take a minimum of 15 hours beyond the common body of knowledge in courses affording breadth rather than specialization.

The M.B.A. program is open to any qualified holder of a bachelor's degree, regardless of the undergraduate field of study. Applicants with undergraduate business administration, computer science, engineering, or science majors may be granted waivers from selected common body of knowledge courses. Such waived courses must be replaced with an elective from the same discipline. Students with exceptional academic backgrounds may be granted advanced standing which can reduce program requirements by up to 15 credit hours.

The normal program of study requires four academic semesters, although this may be reduced through waivers and by summer session attendance. A part-time student normally requires three and one-half to five years to complete degree requirements. The M.B.A. program has about 225 full-time and 70 part-time students; the percentage of full-time students has been increasing. Part-time students are usually middle management employees of corporations and governmental agencies in the area. Admission requirements, curriculum, faculty, and graduation requirements are identical for both full-time and part-time students. M.B.A. classes average about 25 students, providing a superior learning environment and excellent rapport between students and professors.

In late 1981 the business school will move into a completely renovated building designed solely for the business programs. This facility will provide specialized computer, classroom, and study areas for the M.B.A. program. M.B.A. students use an IBM model 370/150 computer with terminal access in the business school. The college's Swem Library contains over 500,000 classified volumes and since 1936 has been a selective depository receiving publications of agencies of the U.S. government. More than 3,000 periodicals are received regularly.

ADMISSION

Applications are accepted from men and women for August, January, and June entry. An official score report on the Graduate Management Admission Test (GMAT) taken within the past five years is required. An applicant must hold a bachelor's degree from an accredited institution. The school uses the American Assembly of Collegiate Schools of Business formula relating scores on the GMAT with undergraduate quality-point average.

EXPENSES

The tuition and general fee for full-time graduate study is $594 per semester for Virginia residents and $1,4[illegible]4 per semester for others. Part-time and summer session students from Virginia are charged $40 per semester hour. Nonresident tuition is $98 per semester hour. A nonrefundable application fee of $15 is required.

There are limited living facilities on campus for graduate business students. Nearby housing is relatively plentiful, however, and M.B.A. students often share apartment expenses. Approximately $300 per month is needed for shared housing plus minimum personal expenses.

FINANCIAL ASSISTANCE

The business school currently awards a limited number of research assistantships. These awards provide up to $3,000 and remission of tuition. Through the college's Office of Student Aid, assistance is available under the National Direct Student Loan Program, the State Guaranteed Loan Program, and various programs for federal beneficiaries. Graduate scholarship and fellowship funds are available from state and private sources. Through a grant from the IBM Corporation special scholarships to encourage women to seek management careers are also available.

All financial assistance is oriented toward certifiable financial need. Part-time employment opportunities are comparatively good. Scheduling of M.B.A. classes on the basis of about two-thirds in daytime hours and one-third in evening hours permits students to accept reasonable day or evening part-time employment and still carry a normal academic class load.

PLACEMENT

The college placement office assists students and alumni in obtaining suitable employment. National and middle-Atlantic region corporations and governmental agencies actively recruit at the college.

CORRESPONDENCE

For further information concerning the M.B.A. program, write or call

Associate Dean for Graduate Studies
School of Business Administration
College of William and Mary
Williamsburg, Virginia 23185
Telephone: 804-253-4316

COLORADO STATE UNIVERSITY

FORT COLLINS, COLORADO

The origin of Colorado State University (C.S.U.) can be traced to an act of the Territorial Legislature in 1870, six years before Colorado became a state. The first students registered in 1879. In the same year the Colorado General Assembly accepted the provisions of the Morrill Act of 1862. This laid the foundation for the development of C.S.U. as a land-grant institution. Graduate study in some areas has been available for many years; the first master's degree was granted in 1893.

The College of Business was formed on January 1, 1966. A Department of Business had operated under the College of Science and Arts for 10 years prior to the granting of college status. The first master's degrees with a major in business were given in 1964. Graduate work in business had been available for some time, but the degrees had been granted under the auspices of the Economics Department. Current enrollment is approximately 220 students per semester. Each student is assigned an adviser to assist him in developing a program of study.

PROGRAMS OF STUDY

The programs at the graduate level in business lead to the degree of Master of Science (M.S.) in business and Master of Business Administration (M.B.A.). Students may enroll in any semester including the summer.

Students with a bachelor's degree in business may expect a program of 30 semester credits with a thesis or 32 semester credits without the optional thesis. Thesis credit is limited to six hours. Such a program could lead to completion in one calendar year of the M.S. degree with a business specialization.

Students with a bachelor's degree in a subject other than business may expect a program of 30-32 semester credits plus missing pregraduate business courses. Such a program would ordinarily require four semesters to complete and leads to the M.B.A. degree.

The M.B.A. program includes a sequence of pregraduate core courses in business law, microeconomics, computer language, business statistics, accounting, finance, management, marketing, and production. Accelerated courses have been designed for nonbusiness degree holders so they can complete accounting, finance, and management pregraduate requirements in one-semester courses. All of the other pregraduate courses are also one-semester courses. One or more of these pregraduate courses can be waived on the basis of previous course work or proficiency.

The graduate courses in the M.B.A. program are as follows:

- *tool areas*—business decision making, methods in general business research, business data processing concepts, and managerial economics;
- *general courses*—managerial accounting, business financial policy, management, and marketing strategy;
- *integrating course*—business policy, plus electives.

ADMISSION

In evaluating requests for admission, emphasis is placed on undergraduate grade performance and performance on the Graduate Management Admission Test (GMAT). Recommendations from faculty, work experience, and similar factors will be examined before making an admission decision. Students are admitted in September, January, and June.

EXPENSES

Minimum estimates of costs for one academic year:

	In state	*Out of state*
Tuition and fees (nine months)	$ 850	$3,000
Room and board (minimum)	1,900	1,900
Books and supplies	250	250
Personal expenses (@ $60 per mo.)	540	540
Total for academic year	$3,540	$5,690

FINANCIAL ASSISTANCE

A limited number of graduate teaching assistantships are available. These include tuition remission and a cash stipend. Duties range from nominal to substantial service and are usually related directly to stipend size. Tuition scholarships are also available.

PLACEMENT

The university maintains its own Placement Office, visited annually by representatives of many companies from all sections of the country. The Placement Office also keeps interested alumni informed of opportunities as they arise and maintains a credentials service for alumni use throughout their careers.

CORRESPONDENCE

Applicants should submit transcripts, GMAT scores, and three letters of recommendation to

Associate Dean
College of Business

Catalogs and admissions forms are available from

Graduate School
Colorado State University
Fort Collins, Colorado 80521

Graduate School of Business

COLUMBIA UNIVERSITY

NEW YORK, NEW YORK

Located on the main campus at Morningside Heights, Columbia University's Graduate School of Business enjoys a close association with the business and financial community of the nation's largest city. Students are encouraged to utilize the many opportunities to hear and meet outstanding business leaders and to visit industrial and financial organizations. In addition, involvement in community affairs is encouraged through activities like MBA Management Consultants, Inc., a group of students and faculty formed to aid small businessmen in the Harlem community.

PROGRAMS OF STUDY

Programs leading to the M.B.A. and Ph.D. degrees in business are available on a full-time basis to qualified men and women. There is no evening program. Combined degree programs at the master's level are offered with the Schools of Journalism, Law, Architecture, International Affairs, Public Health, Engineering, and Social Work and at both the master's and doctoral levels with Teachers College.

A unique feature of the Columbia Business School is its operation on a trimester basis. A student may begin studying at any one of three times during the year—in summer, fall, or spring. He or she may complete degree requirements in 4 consecutive terms, or a period of 16 months, or may elect not to attend the school for any one 4-month period, thereby completing the degree in a period of 20 months.

The M.B.A. program is designed to provide professional education in the liberal tradition of academic instruction. The M.B.A. curriculum provides the student with a breadth of preparation through the general management approach of the core courses. At the same time, study in depth in one of the fields of business permits the student to make an immediate contribution to an employer. To complete the degree, the student takes 20 courses. Nine are required courses concerned with the environment in which business operates, the internal organization and administration of business firms, the quantitative tools used in measurement and control, and the characteristics of business policy formation. The Master of Business Administration candidate also completes approximately five courses in an area of concentration selected from the following: accounting, banking, business economics and public policy, finance, logistics and transportation, marketing, international business, management science, management of organizations, corporate relations and public affairs, and public and not-for-profit management. It is possible to choose a concentration other than one of those listed above, including one that may be composed partially of courses offered in other graduate faculties of the university. The remaining courses are completed in elective work either within the Graduate School of Business or in related graduate courses in other faculties of the university.

The doctoral degree program is designed primarily for those students who wish to pursue a career in teaching and research. Complete information may be obtained from the Office of Doctoral Studies, Room 207 Uris Hall.

A special master's degree program is available for executives at the middle management level who are sponsored by their companies. Details may be obtained from the Executive Programs Office, 807 Uris Hall.

ADMISSION

A bachelor's degree or the equivalent is the minimum entrance requirement. All candidates for admission are required to take the Graduate Management Admission Test (GMAT). A personal interview is not mandatory, although candidates may be requested by the Committee on Admissions to appear for such an interview. Applicants in the New York area are encouraged to request an interview.

The Committee on Admissions selects those students who show the greatest promise of achieving successful careers in business. The academic record, the GMAT score, evidence of leadership ability, and letters of recommendation are the criteria used in making selections.

Students who have completed undergraduate or graduate courses equivalent to required course work in the Graduate School of Business may receive exemptions through a proficiency examination or transcript analysis. Exemption permits the substitution of an elective for the required course but does not reduce the degree requirements.

EXPENSES

Figures per term for 1980-81

Tuition	$3,000
Fees	60
Living expenses	2,000
Approximate total	$5,060

FINANCIAL ASSISTANCE

M.B.A. candidates who are U.S. citizens may apply for the Tuition Loan Plan, a program that provides assistance to help meet tuition costs. Applications are available after a student has been admitted to the school. A number of fellowships and scholarships are available to M.B.A. candidates. Fellowship awards are made on the basis of academic excellence, but the stipend accompanying each award is adjusted according to the financial need of the students. Scholarships are granted on the basis of need alone.

PLACEMENT

The school provides a comprehensive placement service for graduating students and alumni. Over 300 corporations, financial institutions, and nonprofit organizations visit the school in the fall and in the spring to conduct over 10,000 individual employment interviews with current M.B.A. students. The placement staff is available at all times for employment guidance and counseling. Students may also speak with members of the Alumni Counseling Board.

CORRESPONDENCE

For further information, please write or call

Business School Admissions Office
105 Uris Hall
Columbia University
New York, New York 10027
Telephone: 212-280-5568

COLUMBUS COLLEGE—THE UNIVERSITY SYSTEM OF GEORGIA

COLUMBUS, GEORGIA

Columbus College, a unit of The University System of Georgia, is an urban institution of over 5,000 students located in Georgia's second largest city. The faculty of the school is in constant contact with the business community in order to keep the curriculum both practical and current. Because of its close proximity to Fort Benning, Georgia, Columbus College attracts a large number of highly qualified officers from all parts of the world, which adds greatly to classroom discussion.

PROGRAM OF STUDY

The curriculum of the Master of Business Administration (M.B.A.) program is designed to accommodate students with an accredited baccalaureate degree in engineering, education, the arts or sciences, and other fields as well as in business. Individuals with a business baccalaureate degree normally can obtain the M.B.A. by completing 60 quarter hours (12 courses comprised of an advanced core of 45 hours plus 15 hours of electives). The M.B.A. is not based on a designated requirement of specific undergraduate prerequisite courses. However, students with a nonbusiness baccalaureate degree are expected to possess or acquire competence in the areas of accounting, economics, statistics and quantitative methods, management, marketing, and finance prior to admission as a regular graduate student. These provisionally admitted students may remove background deficiencies by completion of all or a portion of the basic core as determined at the time of the student's admission. At most, a total of 80 hours of course work is required to complete the M.B.A. for those who possess a nonbusiness undergraduate degree (16 courses comprised of the basic core of 30 hours, the advanced core of 45 hours, and one 5-hour elective).

Prior graduate credit from another institution may be transferred, but at least 50 quarter hours of graduate work must be taken at Columbus College.

ADMISSION

Admission to the program is limited to students holding a baccalaureate degree from an accredited institution of higher learning who show high promise of success in postgraduate business study. Evaluation of this "high-promise" criterion is based upon

- score on the Graduate Management Admission Test (GMAT),
- grade-point ratio in the undergraduate program with particular emphasis upon performance in the last two years of the program,
- the judgment of the Graduate Faculty and the Graduate Council of Columbus College.

Students holding advanced graduate degrees and students in good standing from other graduate programs of business and certain other disciplines may apply for admission as transfer students into the Master of Business Administration program.

EXPENSES

Tuition for residents of Georgia and military personnel (and dependents) stationed in Georgia is $15 per quarter hour up to a maximum of $205 for students enrolled for 12 hours or more. Tuition for nonresidents of Georgia is $42 per quarter hour up to a maximum of $523 for students enrolled for 12 hours or more. Student service fees are $3 for students enrolled for 5 hours or less and $27 for students enrolled for more than 5 hours. The college maintains no dormitories. Private dormitories and apartments, however, are located in the immediate area. The main college cafeteria serves meals five days per week, and a large variety of restaurants are located near the campus. Living expenses can vary greatly depending upon the individual student's eating habits and requirements for accommodations. A figure of $250 per month should be considered minimal. Books for each 5-hour course will generally cost from $25 to $40.

FINANCIAL ASSISTANCE

A number of scholarships, work-study programs, and student loan plans are available to qualified students who would otherwise be unable to attend. A limited number of academic scholarships are also awarded each year. Since all M.B.A. courses are taught in the evening, students have the advantage of being able to work part time or full time during the day. The part-time job market is extremely good in Columbus.

CORRESPONDENCE

Inquiries should be addressed to
Director of Graduate Studies
Columbus College
The University System of Georgia
Columbus, Georgia 31993
Telephone: 404-568-2044

CONCORDIA UNIVERSITY

MONTREAL, QUEBEC, CANADA

Concordia University was formed in September 1974, the result of a merger of two well-known Montreal institutions—Sir George Williams University and Loyola of Montreal. The university is a two-campus operation. At present, all graduate programs are offered at the Sir George Williams Campus. This campus, located in the heart of downtown Montreal, has grown very rapidly over the years.

Montreal has a population of approximately two and one-half million. A cosmopolitan city, it is Canada's metropolis and together with Toronto shares the status of being one of the nation's "head office" cities. As the major center of the country's commerce and industry, it offers graduate students a unique opportunity for study in a "big" business setting. Montreal is also unique in being North America's only metropolitan French-speaking city (though one-third of the city is English speaking as is Concordia University). This dual cultural setting provides students with an additional rich environmental dimension.

PROGRAMS OF STUDY

Concordia's Faculty of Commerce and Administration is Canada's largest business school. The school offers programs of study and research leading to the degrees Ph.D. and Master of Business Administration (M.B.A.). In addition, several graduate diplomas are offered in Accountancy, Institutional and Sports Administrating (in conjunction with the department of Bio-Physics Education). All programs are offered in the late afternoon and evening so that they are available for day and evening students. The Ph.D. program is offered in collaboration with three other Montreal based universities on a full-time basis only. The main objective of the Ph.D. program is to develop competent researchers and to stimulate research on management problems in the Quebec and Canadian milieus.

The M.B.A. program is designed for those who either wish to complete postgraduate studies or develop the advanced techniques and administrative skills essential for the professional manager.

The full program consists of two parts: Part I courses provide the basic foundation in the technical skills of management (11 courses). Part II consists of two compulsory policy seminars, five elective seminars in advanced topics, and a major research paper.

Students who have been admitted on the basis of a Bachelor of Commerce or related degree may be exempted from certain courses in Part I of the program. With sufficient exemptions, it is possible to complete the M.B.A. degree in one year of full-time study (i.e., three academic terms). The minimum degree requirements are 45 credit hours including at least one 3-credit course/seminar in each departmental discipline. It is strongly recommended that full-time students who have registered for full-time studies do not engage in employment for more than 10 hours per week. A full-time student must complete all requirements for the degree within five years from the date of first registration. A part-time student must complete all requirements for the degree within seven years from the date of first registration.

Successful applicants who, in the M.B.A. Director's opinion, are not adequately prepared in business mathematics will be required to make up this deficiency in addition to and as part of their regular program requirements.

ADMISSION

An applicant for admission to the M.B.A. program must have

- a bachelor's degree with high standing or qualifications accepted as equivalent by the Board of Graduate Studies,
- a satisfactory performance on the Graduate Management Admission Test (GMAT),
- three letters of recommendation, preferably at least one from an academic referee.

Business experience weighs favorably in a candidate's application.

An applicant for graduate studies in Concordia's Business School programs must:

- complete one official application form,
- forward official transcripts of previous studies,
- forward official results of the GMAT (Ph.D. and M.B.A. programs only), and
- obtain three letters of reference. (See section on M.B.A. admission requirements.)

Application deadlines vary for each program; this information and any other pertinent information may be obtained from the address below.

EXPENSES

The following is a summary of fees (approximate):

Full-time tuition fee, per academic year	$ 194
Part-time tuition fee, per half-course	10
Foreign students, per credit	50

Fees are subject to change at any time without notice.

The following estimates are for a single student for one year:

Lodging	$1,800
Board (food, etc.)	1,200
Books and supplies	350
Clothing	250
Insurance and medical	300
Miscellaneous	500

FINANCIAL ASSISTANCE

Most full-time graduate students are eligible to apply for financial assistance from the university in the form of teaching assistantships, several assistantships, and scholarships. Additional information will be supplied upon request.

CORRESPONDENCE

For further information, write or call

Chairman, Graduate Studies Committee
Faculty of Commerce and Administration
Concordia University—Sir George Williams Campus
1455 de Maisonneuve Blvd., Room GM 201-15
Montreal, Quebec H3G 1M8, Canada
Telephone: 514-879-4273

CORNELL UNIVERSITY

ITHACA, NEW YORK

Established in 1946, the Graduate School of Business and Public Administration offers graduate programs designed to provide an educational foundation for men and women who plan to pursue management careers in industry, government, and health services administration. In 1964, the school moved into the newly built Malott Hall, a building designed to meet the special requirements of graduate study in management. A new wing, completed in January 1977, provides additional lecture halls and office and library space. Students may live in graduate dormitories, university apartments, or private dwellings and apartments off campus.

The school's faculty of 42 and full-time student enrollment of 450 enjoy the opportunities of a diversified university. The school emphasizes flexibility in its programs and permits students to take relevant graduate courses in the university's 50 other graduate schools and departments.

PROGRAMS OF STUDY

The school offers three professional master's degree programs: business administration (M.B.A.), public administration (M.P.A.), and hospital and health services administration (M.P.S.-H.H.S.A., Master cf Professional Studies—Hospital and Health Services Administration). These 3 master's degree programs are all 2-year programs requiring completion of 60 credits of course work and 4 semesters in residence. No thesis is required, but the assignment of papers is frequent. The first year consists of core courses in the basic areas of management and a few electives; in the second year each student designs a concentration of elective courses tailored to his or her individual career objectives. Methods of instruction in the school vary with subject areas and the preferences of instructors.

The school operates on the semester system, and instruction begins in late August. No part-time or evening programs are available.

The school conducts a combined program in administration and law in cooperation with the Cornell Law School, a four-year program leading to any of the school's three degrees together with the Juris Doctor (J.D.). Candidates for admission to the combined programs must satisfy the admission requirements of both schools.

Doctor of Philosophy degree programs in business and public administration are designed to meet the needs of students who contemplate careers in teaching or research, but they also provide preparation for many positions in business, government, and health agency administration.

ADMISSION

The school welcomes applications from men and women who will have received the baccalaureate degree or its equivalent by the time of enrollment. Candidates are urged to pursue a broad education at the undergraduate level. Applicants for the M.B.A. degree must take the Graduate Management Admission Test (GMAT); the October administration of this test is recommended. Applicants for the M.P.A. or M.P.S.-H.H.S.A. may take the GMAT or the Aptitude Test of the Graduate Record Examinations (GRE). Applicants for the combined program in administration and law must also take the Law School Admission Test (LSAT). Two letters of evaluation and transcripts for any academic work taken for credit beyond the secondary level are required. Prior full-time work experience is an important criterion in the admission process. Personal evaluative interviews are strongly recommended. Applications for admission should be completed by February 15. Chances for admission after that date are somewhat reduced. Each entering class has approximately 225 students.

EXPENSES

Tuition and fees for the 1980-81 academic year were $6,200. Total costs, including living expenses, but excluding transportation, came to about $10,900 for the single student. For the married student without children, the cost averaged from $2,500 to $3,000 more. The approximate expense for each child was $800 for the academic year. Costs for the 1981-82 academic year are expected to rise by 9-12 percent.

FINANCIAL ASSISTANCE

Financial assistance in the form of scholarships and loans is available to students in the school. Applicants for financial assistance are required to submit their requests for aid through the Graduate and Professional School Financial Aid Service (GAPSFAS) no later than January 15. Awards are based on a combination of merit and need. The school is also one of the 10 leading graduate management schools belonging to the Council for Opportunity in Graduate Management Education which provides fellowships to promising minority group students.

PLACEMENT

The school's Placement Office coordinates several hundred recruiting visits each year by national and multinational corporate and nonprofit employers. An active career forum brings more than 200 executives to the school, enabling students to discuss career opportunities in various industries and fields of work. In addition, career counseling, summer job search assistance, and alumni placement are ongoing services of this office.

CORRESPONDENCE

For further information, write or call

Assistant Dean for Admissions and Student Affairs
Graduate School of Business and Public Administration
Malott Hall
Cornell University
Ithaca, New York 14853
Telephone: 607-256-2327

CRANFIELD INSTITUTE OF TECHNOLOGY

BEDFORD, ENGLAND

The Cranfield School of Management is a faculty of the Cranfield Institute of Technology, an autonomous institution with its own degree-awarding powers, which was founded in 1945 as the College of Aeronautics. Its widened role was recognized in 1969 by the change of name and the conferring of the Royal Charter. The institute now has university status and concentrates on postgraduate teaching in the areas of management and technology. Its campus is set in quiet surroundings in rural Bedfordshire, but it is conveniently placed for the M1 Motorway with London only an hour's drive away.

The School of Management is the largest department of the institute and occupies an exciting new building specifically designed for the demands of a lively business school. This year about 140 students are in residence for the Master of Business Administration (M.B.A.) course, in addition to those taking the shorter management development and senior management development programs.

PROGRAM OF STUDY

The M.B.A. program is unique in Europe, having been designed for a specific clientele of students. It is intended to meet some of the most pressing needs of business and industry in the Europe of the 80's and to supply the example and leadership necessary for professional management.

There are four major characteristics of this program which cannot be found together in any other program provided by European business schools. Students will have a good university degree, will have at least three years of full-time business experience, will attend Cranfield for one calendar year, and can graduate with a specialized knowledge of one important area of business management.

The course consists of four 11-week terms from the beginning of October until the end of September of the following year. The first two terms are concerned with developing an understanding of the basic elements of business management. This involves an application of the underlying disciplines of economics, quantitative methods, and behavioral science, as well as practice in the identification, analysis, and solution of problems in the functional areas of marketing, operations management, finance and accounting, and personnel and employment relations.

During the second two terms the student is concerned with two objectives: first, to develop expertise in two major areas of business and, second, to develop an overall approach to general management in the business policy course. The five areas offered for specialization are finance and accounting, international business, marketing, operations management, and human resource management. In addition to these two special study subjects, students will choose further courses from a wide range of electives. These electives have been designed to satisfy the observed needs of industry and to provide prospective employers with graduates who can make an immediate contribution to company management in specific areas.

Classes meet three times a day for five days a week, and regular written reports are required. The program is intensive, and it is not possible for M.B.A. candidates to engage in outside activities during the four terms.

A variety of teaching methods are used, including simulation exercises, films, lectures, role-playing, and business games. The most widely used method is the case study for which Cranfield is noted. The intention of all teaching methods, and especially that of case studies, is to develop in the student an ability to analyze evidence and then to act with responsibility for the results of his decision. Judgment and responsibility are thus the joint objectives of the Cranfield M.B.A.'s education.

ADMISSION

Applicants will normally have a good university degree and at least three years of full-time business experience. Under certain circumstances, such as the possession of professional qualifications or exceptional performance in business, the requirement of a university degree may be waived; the term "business experience" is widely interpreted to include noncommercial organizations, the social services, and the armed forces.

After submitting an application for the M.B.A. program, the candidate will be asked to come to Cranfield for interviews and tests, lasting a full day. The decision to admit will be made on all the information available about the candidate and not simply on his interview and test results. Those whose native language is not English must provide evidence of their proficiency by submitting the scores they have received on the Test of English as a Foreign Language (TOEFL).

EXPENSES

The course fee and other associated expenses currently total £3,900. Accommodations are available on the campus for both single and married students from approximately £29 per week and upward.

PLACEMENT

Cranfield maintains close links with industry, and companies frequently visit the school to interview students for executive posts.

CORRESPONDENCE

For further information, please write or call

The Admissions Officer
Cranfield School of Management
Cranfield Institute of Technology
Cranfield, Bedford, MK43 OAL England
Telephone: Bedford (0234) 751122

Eugene C. Eppley College of Business Administration

CREIGHTON UNIVERSITY

OMAHA, NEBRASKA

Creighton University is a privately endowed, coeducational institution operated by the Jesuit Order. Founded in 1878, it is located in Omaha, Nebraska, the transportation, communications, insurance, medical, banking, and merchandising center of the Midwest. Its courses and curricula are open to members of every denomination. Over 6,000 students are presently enrolled in its programs, including approximately 175 students in the Master of Business Administration (M.B.A.) program.

The Eugene C. Eppley College of Business Administration is housed in an air-conditioned structure which contains classrooms, seminar rooms, offices, research laboratories, student and faculty lounges, a lecture hall, a computer center, and other related rooms.

PROGRAM OF STUDY

Creighton University's modular Master of Business Administration program has a distinct advantage over conventional programs: flexibility in selection of courses to meet the student's need. Most M.B.A. students have differing management responsibilities, meaning they also have differing practical course needs. To serve these differing needs, Creighton University designed the following program which allows each student to select courses that meet his or her interests and needs.

Creighton's program has been divided into six modules. Students must complete the four courses listed in the policy module. Students must also take one course from each of the remaining modules. However, the courses are not sequential, and the student may select any course per module which best fits his or her academic needs. In addition, each student must take two 700-level electives from any of the courses available in the program including an independent study and research option. A thesis is not required. The total program is 33 semester credit hours of graduate-level courses and can be completed within a calendar year on a full-time basis or in about 2 years on a part-time basis. Most course offerings are one evening (6:15-9:00 p.m.) per week fall and spring semesters or two evenings per week during summer sessions.

The six modules are the accounting module, the decision module, the economics module, the finance module, the marketing module, and the required policy module.

Accounting Module	
MBA 701	Managerial Accounting
MBA 717	Accounting Seminar
MBA 739	Tax Theory and Business Decisions
Decision Module	
MBA 721	Decision Theory and Methodology
MBA 725	Computer Simulation of Systems
MBA 729	Seminar in Decision Sciences
Economics Module	
MBA 741	Managerial Economics
MBA 751	Economic Fluctuations and Forecasting
MBA 759	Seminar in Economics
Finance Module	
MBA 701	Managerial Accounting
MBA 711	Financial Management and Business Strategy
MBA 715	Investment Value and Theory
MBA 719	Finance Seminar
Marketing Module	
MBA 761	Marketing Management
MBA 765	Marketing Research
MBA 767	Marketing Dynamics Seminar
Policy Module	
MBA 731	Systems Theory, Analysis and Design
MBA 771	Organizational Behavior
MBA 773	Business and Society
MBA 775	Business Policy and Managerial Action

ADMISSION

Enrollment in the M.B.A. program is open to any student who meets the following requirements: (1) a baccalaureate degree from an accredited institution; (2) high scholastic achievement on the undergraduate level; (3) evidence of character, aptitude, and capacity for graduate study; and (4) acceptable score on the Graduate Management Admission Test (GMAT). The Admissions Committee will also consider an applicant's intellectual development during the course of his previous academic career, his extracurricular activities, employment experience, and other evidences of motivation for graduate work.

Applicants from nonbusiness undergraduate areas such as liberal arts or engineering will be required (to the extent necessary) to take up to 24 semester hours of foundation courses embracing the common body of knowledge of business administration. These courses are waived in each subject area for students who have satisfactorily completed equivalent courses prior to admission to the program. They include the following: MBA 101, Fundamentals of Accounting; MBA 141, Micro- and Macroeconomics Analysis; MBA 203, Business Law; MBA 225, Statistical Analysis; MBA 311, Fundamentals of Finance; MBA 323, Operations Anaysis; MBA 361, Fundamentals of Marketing; and MBA 383, Organizational Theory.

EXPENSES

Tuition for courses in the M.B.A. program was $104 per semester credit hour at the common body of knowledge level and $112 at the graduate level for the 1980-81 academic year. Many employers pay tuition in whole or in large part for their personnel.

FINANCIAL ASSISTANCE

Students accepted for admission to a degree program at Creighton University may apply for financial assistance under the student loan program. Applications may be obtained from the office of Student Financial Aid.

CORRESPONDENCE

For additional information on the programs in management offered at Creighton, write or call

M.B.A. Coordinator
College of Business Administration
Creighton University
Omaha, Nebraska 68178
Telephone: 402-449-2853

DALHOUSIE UNIVERSITY

HALIFAX, NOVA SCOTIA, CANADA

Dalhousie University's School of Business established a Master of Business Administration (M.B.A.) program in 1967 and has since added a joint program in cooperation with the Faculty of Law, leading to a combined L.L.B.-M.B.A. degree. Students enrolled in the university's M.P.A. program also take a number of courses in the School of Business. There are about 340 students in these programs, of whom approximately 250 are full-time M.B.A. candidates.

Dalhousie started the first English M.B.A. program in eastern Canada. The school was established primarily to serve the Atlantic provinces; however, since students come from all parts of Canada, the United States, Europe, Africa, and the Near and Far East, the program has avoided a purely parochial, regional focus.

PROGRAMS OF STUDY

The objectives of the program are to develop in students sound knowledge of the concepts, theories, and basic tools required by managers; skill in analyzing business problems; facility in making sound decisions; and flexibility in the changing business environment. The program is designed to emphasize the practical applications of course material, and students are encouraged to become involved in consulting and research activities while at the university. Various student, faculty, and business organizations facilitate this kind of activity both during the regular academic year and in the summer months.

Instructional methods include case study, lectures, seminars, and field projects. Practical experience in computer applications is also included in the program. The Master of Business Administration degree may be obtained by attending full time two academic years or by taking a part-time program which must be completed within six calendar years. The core program in the first year includes exposure to accounting and control, finance, marketing, management, economics, statistics, and operations research. The second year provides students with electives in such subjects as marketing, finance, control, law, taxation, personnel administration, quantitative methods, international business, and marine transportation. All core classes are available in late afternoon or evening sessions for the benefit of students in the part-time program.

The combined M.B.A.-L.L.B. degree may be obtained after four years of study in the business and law schools. The first year of the program is normally spent in the School of Business; the second year in Law School, the third and the fourth years are divided between the two schools. Further information on this program will be supplied on request.

ADMISSION

Students entering the program need not hold an undergraduate degree in commerce or business. The normal requirement is an average of B or better in the final two years of undergraduate study, but the admissions committee tries to assess applicants on the basis of potential rather than purely on past academic performance. Submission of scores on the Graduate Management Admission Test is required as an aid in selection. A knowledge of English and sound background in mathematics are of prime importance. A student whose mother tongue is not English must take the Test of English as a Foreign Language (TOEFL). Students are admitted only in the fall term, and applications should be submitted no later than May 31.

EXPENSES

Estimated expenses, per year, are as follows:

Tuition	$1,005
Foreign students	1,755
Room and board	2,150
Books and supplies	350

FINANCIAL ASSISTANCE

Scholarships ranging up to $6,000 are available to a limited number of qualified applicants. Most scholarships are normally awarded to students in the second year of the program; however, outstanding applicants for the first year are also considered. The student aid program financed by the federal government provides loans to students in need of such assistance. Well-qualified students are regularly offered paid posts as markers and teaching assistants.

PLACEMENT

The federal government's manpower department maintains an on-campus placement service, and the School of Business actively cooperates with this service through its Business Placement Centre.

CORRESPONDENCE

For further information, please write to

Coordinator
M.B.A. Programme
School of Business Administration
Dalhousie University
Halifax, Nova Scotia, Canada B3H 1Z5

Amos Tuck School of Business Administration

DARTMOUTH COLLEGE

HANOVER, NEW HAMPSHIRE

The Amos Tuck School of Business Administration at Dartmouth College, founded in 1900, is the oldest graduate school of business in America. It is located in Hanover, New Hampshire, a picturesque New England town and a major educational, cultural, and medical center. Tuck School's Master of Business Administration (M.B.A.) program is a full-time, two-year course of study designed to provide high-quality professional preparation for men and women seeking careers in management. Each September a class of 145 students enters the school.

The completion of the Murdough Center in June 1973 added classrooms of advanced design, a new library, additional computer facilities, faculty studies, and small group rooms to the school's facilities. The close proximity of dormitories to classrooms and faculty offices provides an opportunity to study management in a uniquely supportive environment. Attractive single- and double-story, duplex housing facilities located close to Hanover are available for married students.

The school's curriculum takes advantage of the most accessible time-shared computing system in the world. A wide range of regional manufacturing and commercial establishments offers students perspective on the business community. An executive-in-residence program and an active calendar of visiting speakers provide many opportunities for students to interact with managers from all sectors.

PROGRAMS OF STUDY

The curriculum exposes students to key issues in the various functional fields of business. It also offers a core of courses with a general management perspective to demonstrate the interrelationships of specialized fields and the contributions of mathematics and the behavioral sciences to the analysis of decision problems. The school's primary objective is to develop the capacity of its students to make sound managerial decisions. Courses particularly stress the learning of concepts and habits of analytical thought that are appropriate in a rapidly changing environment.

The first-year program consists of a specific set of courses required of all students. These courses build a common base of understanding and analytical competence necessary for performance in any managerial role.

In the second year the student develops an individualized program of elective courses, seminars, and opportunities for independent study. The required course in business policy challenges the student with complex, cross-functional cases from the point of view of top management, in both a national and an international setting.

Professors use many teaching methods at Tuck, in various combinations, to suit the purposes of their courses. The case study method is popular because it is so well suited to the teaching of analytical decision making. With all teaching forms there is extensive student participation in the classroom.

Persons holding undergraduate engineering degrees may wish to consider the M.B.A./M.E. program offered jointly with Dartmouth's Thayer School of Engineering.

ADMISSION

Tuck welcomes applications from men and women who hold or are about to receive their baccalaureate degrees from any accredited college or university in this country or abroad. Applicants will find a solid foundation in the social, physical, or natural sciences, the humanities, or engineering to be appropriate background for the program. The quality of an applicant's past academic experience, his maturity and sense of commitment to professional education, and his personal qualities of leadership and administrative ability form an important part of the evidence considered for admission. In preparation for Tuck's M.B.A. program, a student is urged (but not required) to take college courses in economics, finite mathematics, calculus, and English.

In order to apply, a student must submit an application, recommendations, and transcripts of all academic work. The Graduate Management Admission Test (GMAT) is required of all applicants, and the Test of English as a Foreign Language (TOEFL) is required of all applicants whose native language is not English. Decisions are rendered on a rolling basis, and applications should be completed by April 15.

In a typical year Tuck students hold bachelor's degrees from 110 different colleges and universities and come from 40 states and several foreign nations; 70 percent have a year or more of full-time work experience. Women made up 25 percent of the enrollment in 1980-81.

Tuck does not accept transfer students, and it does not grant advanced standing to students on the basis of work done elsewhere.

EXPENSES

Expenses for the 1980-81 academic year were as follows:

	Single	*Married*
Tuition	$ 6,100	$ 6,100
Books	450	450
Living expenses (typical)	4,950	7,850
Total	$11,500	$14,400

FINANCIAL ASSISTANCE

Tuck has a program which includes scholarships and a variety of deferred-payment loans to assist those students whose resources fall short of costs. All applicants for financial aid must file the form of the Graduate and Professional School Financial Aid Service (GAPSFAS). Tuck is a member of the Council for Opportunity in Graduate Management Education (COGME) and actively encourages applications from minority group members.

PLACEMENT

All students may participate in the school's active placement program, which each year provides many opportunities for challenging and rewarding employment. In 1981 more than 190 companies from all sections of the country came to Tuck to interview graduating students for permanent employment, and many of these firms also recruited first-year students for summer jobs.

CORRESPONDENCE

For further information, write or call
Director of Admissions and Student Affairs
Amos Tuck School of Business Administration
Dartmouth College
Hanover, New Hampshire 03755
Telephone: 603-646-3162

DEAKIN UNIVERSITY

GEELONG, VICTORIA, AUSTRALIA

At the official opening of the university in 1978, the Premier of the State of Victoria had this to say about Deakin: "It is Geelong's University, it is Australia's University, but in a very real sense it is Victoria's newest and in many senses most exciting university. . . Today Deakin stands for an education philosophy unique in Australia and rare in the world. . ."

By 1980 the university had over 5,000 students studying in 6 schools. The School of Management was fortunate to acquire a nucleus of experienced staff and a well-established full-time undergraduate degree program.

Deakin University is located on an 82-hectare site at Waurn Ponds on the outskirts of the city of Geelong, which is 60 kilometers from the state capital (Melbourne) and adjacent to the picturesque Bellarine Peninsula. Geelong still caters to much of Victoria's wheat and wool trade, and port facilities line the bay. The region provides facilities for almost every type of sport.

PROGRAM OF STUDY

The Deakin Master of Business Administration (M.B.A.) program is designed specifically for persons employed full time, and on-campus attendance is required for only a few residential weekends. A capable student should be able to graduate in four years of part-time study. On graduation M.B.A. holders are able to subscribe to the Deakin Continuing Management Education Service, part of which is intended to continually update and expand the working manager's appreciation of current developments and understanding of the management task.

The M.B.A. teaching materials have been prepared by course teams whose membership includes academic staff employed by Deakin and consultants from other universities, professional bodies, and the world of commerce. The subject specialists are supported by editors, designers, media specialists, and educational advisers.

The difficulties of working students are fully taken into account in the preparation of course materials, in the tutorial arrangements, and in the rules governing the M.B.A. program. For example, a participant who is given a promotion, or faces increased responsibility, or changes jobs, is able to postpone his M.B.A. studies and return when that particular career challenge has passed. Candidates offered a place in the M.B.A. program are provided with an orientation package which introduces them to the "off-campus" studies program and the resources available, and also provides some initial information on study techniques.

The first two years of the four-year, part-time M.B.A. program provide a set of analytical tools sufficiently fundamental to be relevant to a broad range of management problems. Economics, organizational behavior, legal studies, accountancy, and a variety of quantitative methods (including statistics, decision sciences, and computer methods) are among the very basic skills necessary for competent decision making in both public and private organizations. This part of the program seeks to develop a familiarity with fundamental concepts and an ability to adapt them to diverse and changing decision contexts.

The final two years of the program stress the functional fields of management (marketing, finance, production, personnel management, and labor relations) and also emphasize management policy and the individual project. These are the major integrating courses in the program, pulling together skills gained in both the basic disciplines and in the functional fields.

The M.B.A. program is not committed to any single method of instruction, although the "off-campus" mode means that major emphasis is placed upon carefully structured study guides, which are provided for each course.

Study-guide reading, individual problem solving, taped lectures, the Delphi approach, project work, research reports, and case discussion activities are all part of the learning experience of the M.B.A. program. In addition, some courses emphasize group projects as a means of exposing students both to real-world management problems and to the experience of decision making within a group context and therefore require residential attendance over a long weekend. In Victoria, the university has a number of study centers which are used for viewing audio-visual programs, student group meetings, or private studies, tutorials, workshops, and so on.

ADMISSION

Students will be enrolled from a wide variety of backgrounds and disciplines. The Admissions Committee wishes to attract and train those individuals with the greatest potential as managers and will therefore look beyond purely academic credentials. Leadership skills, motivation, maturity, strength of commitment, and quality of experience to date are among the criteria considered in addition to academic records.

The educational requirement for entrance to the M.B.A. program is a recognized degree and diploma or professional qualification deemed equivalent. Selection of candidates for admission to the M.B.A. program will also be based upon a detailed application form completed by the candidate, personal references from present or former employers and teachers, and the results of the Graduate Management Admission Test.

The off-campus M.B.A. program begins in February each year; students must normally be resident in Australia. Completed application forms should be filed by October.

EXPENSES

No tuition fees are payable by Australian residents. All students are required to pay a general service fee and can expect to pay for text books and any travel and accommodation expenses incurred during workshops.

CORRESPONDENCE

For further information on the programs of study offered by the School of Management, write or call

Assistant Dean, Operations
Deakin University
Victoria 3217, Australia
Telephone: 052-471155

DEPAUL UNIVERSITY

CHICAGO, ILLINOIS

DePaul University is a private coeducational institution founded in 1898. Since then it has matured and widened its scope to embrace eight major academic divisions. The College of Commerce was established as a separate school within the university in 1912. The university enrolls approximately 13,000 students who are about evenly divided between its Lincoln Park Campus on the north side of Chicago and the Lewis Center Campus at Jackson Boulevard and Wabash Avenue in the downtown area.

The master's programs in business are conducted in the air-conditioned Frank J. Lewis Center in the heart of downtown Chicago. The best laboratory available—the dynamic commercial and financial center of Chicago—is just outside its doorstep. The Graduate School of Business has an enrollment of approximately 2,300 students, many of whom are studying on a part-time evening basis.

Students currently enrolled in the programs completed their undergraduate studies in institutions throughout the United States and in many foreign countries. Approximately 60 percent have undergraduate degrees in business or economics, while the remaining 40 percent have undergraduate degrees in various other nonbusiness subjects.

The Graduate School of Business offers evening programs of study leading to the degrees of Master of Business Administration (M.B.A.), Master of Science in Accountancy (M.S.A.), and Master of Science in Taxation (M.S.T.) and a day program leading to the degree of Master of Accountancy (M.Acc.). The programs are accredited by the American Assembly of Collegiate Schools of Business. Degrees may be pursued on a full-time or part-time basis except the M.Acc. degree which is available only to full-time students.

The curricular patterns are designed for carefully selected and properly qualified students. The content is intended to deepen the basic knowledge and increase the functional skills essential for positions of business leadership.

PROGRAMS OF STUDY

The emphasis of the M.B.A. program is on decision making as the characteristic function of business administration. It is the purpose of the program to integrate the several functional areas of business and the contributions they make to the development of administrative competence.

Students who possess an undergraduate degree in business are required to take 52 quarter hours of course work. If the student has earned an undergraduate degree in an area other than business, a maximum of 84 quarter hours of course work may be necessary depending on the student's academic background. The student has the opportunity to enroll for approximately one-third of his course work in one of the following areas of specialization: accountancy, business economics, finance, international business, operations management, human resources management, systems, marketing, or quantitative methods.

The objective of the Master of Science in Accountancy degree is to provide a formal integrated sequence of courses at the graduate level which emphasize intensive study of topics relevant to the work of a professional accountant, as well as allow the student ample opportunity to explore advanced topics of interest. It is expected that after completing the program the student would be well prepared to take the C.P.A. exam. The program is intended to serve the needs of holders of undergraduate degrees with nonaccounting backgrounds.

This program consists of 52 quarter hours of course work for the business undergraduate of which 36 quarter hours are in accountancy. The nonbusiness undergraduate may be required to take a maximum of 84 quarter hours of course work depending on academic background.

The M.S.T. program emphasizes planning and decision making for the professional in the field of taxation. It is the purpose of the program to integrate a sound technical competence, an appreciation of the social and governmental aspects of taxation, and an awareness of the other relevant functional areas of business.

The program consists of 48 quarter hours of course work, of which 40 quarter hours are in the field of taxation and the rest in other related business subjects. If the student has earned an undergraduate degree in a nonbusiness area, a maximum of 90 quarter hours of course work may be necessary, depending on academic background.

The M.Acc. is a professional degree in accounting and auditing. It prepares students for positions in public accounting, business, and the public sector. Applicants are expected to have an undergraduate degree in accountancy.

The program consists of a minimum of 52 quarter hours, of which 40 quarter hours are in graduate accountancy courses and the rest in related business subjects.

ADMISSION

Applicants for admission must possess a baccalaureate degree from a regionally accredited institution and give evidence of aptitude for successful study in business as indicated by the Graduate Management Admission Test.

DePaul University operates on a quarter plan. Accepted candidates may begin their program in the autumn, winter, spring, or summer quarter except for the M.Acc. program which has entrance only in the autumn.

EXPENSES

Each graduate course carries four quarter hours of credit; tuition per course is $365 (for the academic year 1980-81).

FINANCIAL ASSISTANCE

Graduate assistantships which provide stipends of $2,400 to $2,800 plus a complete tuition grant are available. Appointees generally assist with research.

PLACEMENT

The facilities and services of the Placement Bureau of DePaul University are available to all master's candidates. About 150 nationally known firms send representatives to the university for interviews with interested students.

CORRESPONDENCE

For information, write or call

Associate Dean, Graduate School of Business
DePaul University
25 East Jackson Boulevard
Chicago, Illinois 60604
Telephone: 312-321-7810

DOWLING COLLEGE

OAKDALE, LONG ISLAND, NEW YORK

Dowling College is an accredited, independent coeducational, comprehensive, liberal arts college located in Oakdale, Long Island, New York. Founded in 1959 as an institutional branch of Adelphi University, it was the first four-year degree-granting liberal arts college in Suffolk County. In September 1968, the college became independent. Dowling College holds an absolute charter from the University of the State of New York and is fully accredited by the Middle States Association of Colleges and Secondary Schools.

PROGRAM OF STUDY

The Master of Business Administration (M.B.A.) program at Dowling College is designed to provide an educational foundation for responsible business leadership. This provision requires (1) the development of a professional point of view in the science of management with respect to organization, operation, administration, and control of a business enterprise; (2) the development of decision-making capability through application of quantitative tools as a key supplement to the candidate's own value judgment; (3) the development of the capability to utilize knowledge within the complex environmental framework of our society; and (4) the gaining of experience in business affairs through a vigorous internship program.

All candidates for the Master of Business Administration degree must complete a minimum of 36 credits. Credits are distributed as follows:

	Credits
Foundation core	18
Area of concentration (general management)	12
M.B.A. thesis, management game, or internship	6

Through the foundation core courses, the student acquires basic information in various areas. Emphasis is placed on quantitative methods of analysis, managerial accounting, computer-based information systems, and the social, political, and economic parameters in which management operates. This program also investigates problems of interpersonal dynamics which relate to effective management.

In the area of concentration, general management, in current usage, has a dual meaning. In the more abstract sense it refers to the so-called principles of management which are believed to underlie the practice of any particular organization. Here general management is synonymous with management theory. In the more specific sense, however, general management refers to the supervision of the several management functions or specialities; thus a divisional manager may be responsible for the control of marketing, production, industrial relations, and so forth.

It is logical for the college to offer a concentration which emphasizes both aspects of general management. There is a rich corpus of speculative and research literature in managerial theory. Training in this mode offers an excellent generalist preparation for a student who plans to specialize in one business area after graduation. General management in the specific sense of polyfunctional supervision will be of value for the students who are making their careers in small or medium-sized businesses throughout the region and who must wear more than one managerial hat.

Candidates must take at least 12 credits from their selected areas of concentration. The selection of courses to satisfy this requirement depends upon the student's individual program of study, which will be designed under a faculty advisor's supervision.

All applicants are expected to demonstrate their capability in the application of their acquired knowledge in the real world. To this end they will choose one of the following options for six credits: (1) M.B.A. thesis, (2) participation in management game, (or 3) internship in a business firm for at least two semesters under the supervision of the instructor.

ADMISSION

A bachelor's degree is the minimum requirement for admission to the Dowling College M.B.A. graduate program. Each applicant for admission to the M.B.A. program is evaluated according to the following criteria:

(1) Required: (a) a total of at least 950 points based on the formula: 200 × the cumulative undergraduate grade-point average (4.0 system) + the GMAT score; or (b) at least 1000 points based on the formula: 200 × upper-division grade-point average (last 60 credits, 4.0 system) + the GMAT score, (2) a bachelor's degree with a cumulative quality-point average of at least 2.8 preferred, (3) a GMAT score of 475 preferred, and (4) career experience of one year or more preferred. In addition to having to meet the above criteria, applicants are required to provide the following supporting documents to the M.B.A. Admissions Committee prior to admission: two letters of recommendation from faculty members and/or employers, a completed application form and copies of official transcripts of all previous college work, and for those students having English as their second language, an acceptable TOEFL score of 500 or greater.

EXPENSES

Tuition is $130 per credit, plus a one-time, nonrefundable application fee of $20 for matriculant students. Financial aid programs are available.

PLACEMENT

A placement service has been instituted by the Business Administration Programs Office that serves both B.B.A. and M.B.A. graduates. Through a vigorous tradition of cooperation with local business firms, employers with positions available have sought Dowling graduates.

CORRESPONDENCE

Inquiries concerning the master's program in management may be addressed to

Dr. James L. Freeley
Dean of Business Administration
Dowling College
Oakdale, Long Island, New York 11769
Telephone: 516-589-6100, extension 268 or 269

DRAKE UNIVERSITY

DES MOINES, IOWA

Drake University is a private, nonsectarian institution whose College of Business Administration, founded in 1888, enjoys a rich heritage in intensely personal high-quality education for business. Although master's degrees have been granted by Drake University since 1883, the Master of Business Administration (M.B.A.) program was initiated in 1968 and currently has approximately 275 candidates pursuing graduate work in business. Located in Des Moines, the capital of Iowa, the university offers an abundance of educational and cultural opportunities in the metropolitan community.

PROGRAMS OF STUDY

The primary objective of the Drake M.B.A. program is to prepare qualified individuals for responsible administrative and executive positions in business organizations. This aim recognizes the need to integrate the various functional areas of business, to understand the wide variety of relationships, and to be able to analyze evolving administrative situations. The basic philosophy of Drake's M.B.A. program, therefore, reflects the general management point of view and is oriented toward preparing students for responsible positions in management. The Drake M.B.A. program is not intended to provide training of a specialized nature.

The Drake M.B.A. program consists of three elements:

- the prerequisites consist of basic academic instruction in those areas considered the common body of knowledge in business and administration and should include courses in economics, finance, marketing, management, mathematics, statistics, accounting, and computers;
- 10 M.B.A. courses of 3 credits each have been developed and integrated into a unified program;
- at or near the completion of the 30-hour graduate sequence, the candidate will be required to pass a comprehensive examination.

Along with the above described general management M.B.A. program, a student may elect to take sufficient accounting credits to qualify for the C.P.A. examination. If this option is selected, a minimum of 18 credits beyond the basic course in accounting is required.

The faculties of the Law School and the College of Business Administration offer a joint program leading to the J.D. and M.B.A. degrees. It should be pointed out that the M.B.A. section of the joint program is ancillary to the law segment. The major product of the joint program is individuals trained to practice law with an in-depth knowledge of business. Students in the joint program should complete the requirements in three years and three summers, that is, six regular semesters and three summer terms.

An M.S. in accountancy is also offered for those individuals preparing for entrance into the profession of accounting. It is a terminal degree of a professional nature.

ADMISSION

Applicants for the M.B.A. program must meet the following admission requirements:

- hold a baccalaureate degree from an accredited institution (No particular undergraduate field of study is required; however, a good background in English and mathematics is desired and expected);
- present a satisfactory record of undergraduate scholastic achievement;
- show evidence of good character, aptitude, and capacity for graduate study;
- present acceptable scores on the Graduate Management Admission Test (GMAT); and
- satisfy the general requirements for admission to the School of Graduate Studies of Drake University. (A score on the Graduate Record Examinations (GRE) or Miller Analogies Test (M.A.T.) is not required.)

Applicants for the Drake University combined J.D.-M.B.A. program must meet the requirements of and be admitted to both the Law School and the M.B.A. program in the School of Graduate Studies. Admission requirements to the Law School include an acceptable score on the Law School Admission Test. For the complete admission requirements, please write to Dean, The Law School.

EXPENSES

The appropriate expenses for a full-time student for the fall or spring semester are as follows:

Tuition	$2,030
Room and board	1,930
Books and supplies	300
Total	$4,260

Tuition for summer term is $100 per credit hour.

FINANCIAL ASSISTANCE

Financial assistance is available for qualified students who otherwise find it economically impossible to pursue their graduate study at Drake.

M.B.A. tuition fellowships require no commitment on the part of the student other than the maintenance of acceptable academic progress. They range in value from $2,000 to $4,000. Guaranteed student loans and National Direct Student Loans are also available.

Full-time graduate students may combine a part-time position in business or at the university with their studies. Administrative or management trainee positions are generally available in banking, insurance, communications, manufacturing, and other industries in the Des Moines area as well as teaching and laboratory assistantships on campus. These opportunities are intended to be a meaningful work experience and not just income creating.

PLACEMENT

Drake University has a central placement service. Its services are available to all Drake graduate students, as well as alumni. Over 250 business firms actively recruit on the Drake campus each year.

CORRESPONDENCE

For further information or to request an application for admission, write or call

Director, Graduate Programs in Business
Drake University
Des Moines, Iowa 50311
Telephone: 800-362-2416 toll free from Iowa
800-247-2135 toll free from Illinois, Nebraska, South Dakota, Wisconsin, Minnesota, Missouri
515-271-2187 from all other locations

DREXEL UNIVERSITY

PHILADELPHIA, PENNSYLVANIA

Since 1891, Drexel has enjoyed a very favorable reputation as a quality institution. Realizing the need for a full-time Master of Business Administration (M.B.A.) program in such a concentrated industrial area, Drexel inaugurated its full-time day M.B.A. program in the fall of 1965 to complement its existing evening program. In 1974, the M.B.A. offerings were extended into a Saturday, executive M.B.A. program. The College of Business and Administration also offers the Master of Science (M.S.) degree in public administration and all the major fields of business concentration: accounting, taxation, finance, management, marketing, and economics. Effective October 1980, the President and Board of Trustees approved the inauguration of a Doctor of Philosophy (Ph.D.) curriculum in business administration. The college is housed in a modern, air-conditioned, five-story building offering the utmost in convenience.

PROGRAMS OF STUDY

In order to qualify for the degree of Master of Business Administration, each candidate must complete a foundation program consisting of fundamental concepts and quantitative tools in the areas of accounting, economics, law, finance, management, computer programming, calculus, and statistics. Foundation requirements may be satisfied by taking the designated course or equivalent at an accredited college, as a regularly enrolled student in the M.B.A. program, on a self-study basis, or by special examination. Although the program stresses the study of broad, executive management responsibilities, a limited specialization is offered to equip graduates to make an early contribution to management.

After satisfaction of the foundation requirements, each M.B.A. candidate must complete 45 quarter credits distributed as follows: core program (21 quarter credits) and post-core program (24 quarter credits) consisting of an area of concentration (12 quarter credits), business electives (6 quarter credits), and free electives (6 quarter credits).

The executive M.B.A. was developed particularly for graduate students whose professional obligations conflict with the weekday schedule of courses and also to meet the needs of college graduates, men and women, with family obligations that prevent weekday attendance. Under this program, students who do not require prerequisite courses may complete their entire degree by attending on Saturday. The student should be able to complete the degree in approximately two years, although the period of study may be lengthened or shortened at the student's option.

The Master of Science program is designed to respond to the growing demand for trained management personnel at all levels of government and business. These programs allow for a greater degree of specialization than that permitted by the nature of the M.B.A.

In order to qualify for the M.S. degree each candidate must complete the following elements:

- the same prerequisites and core courses required in the M.B.A. program, and
- 24 quarter credits in an area of specialization and/or related electives.

The Master of Science programs in taxation and accounting are designed to meet the needs of those men and women who plan careers in tax consulting, public accounting, private industry, or government.

All M.B.A. and M.S. students have the option of participating in cooperative education, enabling them to get three months of practical experience working off campus with career professionals. All programs require a total of 45 graduate quarter credits.

The Ph.D. program requires 45 quarter hour credits above the M.B.A. degree. Each candidate must select a primary and two secondary fields of concentration, pass a series of qualifying examinations, and prepare a publishable dissertation. All candidates will be required to teach and to work in an appropriate level position as part of the program.

ADMISSION

Applicants must hold a bachelor's degree from an accredited institution or must have had equivalent training in a foreign university. Applicants must take the Graduate Management Admission Test (GMAT). Regular admission requires a 3.00 grade-point average in the last two years of undergraduate work (at least 60 semester credits or 90 quarter credits) and 450 on the GMAT. Applicants whose average is less than 3.00, but better than 2.75, may be considered if their scores on the GMAT are median or better. The applicant should ask the authorities of all colleges and universities to forward to Drexel's Office of Graduate Admissions official transcripts of all prior collegiate work. This material must be on file six weeks before the contemplated enrollment date.

EXPENSES

Tuition is $120 per credit hour (subject to change). Each application is to be accompanied by a nonrefundable application fee of $10. A general institute fee of $182 per academic year for full-time study and $94 for part-time study covers library and medical services for full-time students and library services for part-time students.

Ph.D. tuition is a flat rate of $1,493 per term while the student is in residence.

FINANCIAL ASSISTANCE

There are a limited number of graduate assistantships available in the full-time (day) M.B.A. program.

PLACEMENT

Facilities of the Graduate Placement Office are available without charge to all graduate students. This office maintains contacts with industrial firms, educational institutions, and professional organizations and recommends qualified persons for positions.

CORRESPONDENCE

Address requests for catalogs and applications to
Drexel University
Office of Graduate Admissions 1-212
Philadelphia, Pennsylvania 19104
Telephone: 215-895-2400

Breech School of Business Administration and Economics

DRURY COLLEGE

SPRINGFIELD, MISSOURI

Drury College was founded in 1873 as a liberal arts college dedicated to the individual development of each student. The Breech School of Business Administration and Economics was dedicated in 1960 as the result of a gift by Ernest R. Breech, a former Drury student. The Breech School offers a program leading to the degree of Master of Business Administration (M.B.A.) and functions at the undergraduate level to provide training in business administration and economics.

The Breech School is housed in a new, air-conditioned building containing classrooms, seminar rooms, a conference room, and an auditorium complete with stage facilities. Each faculty member has his own office on the first floor of the building, and there is an attractive reading room for student use. An electronic computer is available to Breech School students.

PROGRAM OF STUDY

The objective of the M.B.A. program is to offer professional training for the person who is already employed in a management capacity or who plans to embark on a career in management.

The Master of Business Administration program consists of 31 semester hours of graduate courses preceded by a total of 24 hours of prerequisite study in economics, accounting, statistics, personnel, marketing, and finance for the student who has had no prior background in economics and business administration at the undergraduate level. When the applicant has had an undergraduate program in either economics or business administration, up to 24 hours of credit may be accepted toward fulfillment of the prerequisite courses. However, a minimum of one full calendar year's graduate study at the Breech School is required of all M.B.A. candidates. In addition to full-time students, the M.B.A. program is designed so that individuals who are employed may pursue graduate study on a part-time basis in the evening.

The M.B.A. program has a broad managerial orientation rather than that of the business specialist. The objective of the training is to prepare each student for the ultimate responsibility of managing an entire business enterprise as well as to make the student a more effective manager at lower levels in the organization. The courses in the M.B.A. curriculum are organized to emphasize four areas of management competency: internal enterprise management, relating the enterprise to its market environment, relating the enterprise to its nonmarket environment, and business research and quantitative analysis.

Decision making is given particular emphasis in the M.B.A. program. Although experience is indispensable in effective managerial decision making, a good grasp of the process through professional training will enable a person to learn the lessons of experience rapidly in a business career. Instruction in all areas of the graduate curriculum focuses on the following aspects of the decision-making process: defining problems and issues in complex situations; determining what problems need managerial decisions; making decisions about plans, policies, and operations; and developing programs to implement the decisions.

The case method of instruction is used extensively with an emphasis upon orderly problem solving and an integration of the student's knowledge. Clarity of both written and oral communication is emphasized. Students participate in such experiences as game competition using computer applications, sensitivity training in human relations, and preparation of an extensive business report to broaden their understanding of the managerial function.

ADMISSION

Only individuals who hold a baccalaureate degree from an accredited four-year college or university are accepted into the program. Admission to the M.B.A. program is based upon these factors:

- the applicant's undergraduate record,
- performance on the Graduate Management Admission Test,
- progress in work experience if the applicant has been out of school for some time.

The Test of English as a Foreign Language (TOEFL) is required of all foreign students.

Students normally enter the M.B.A. program in the fall semester beginning in September. Early application is advised, since classes are kept small to facilitate personal development of each student.

EXPENSES

Graduate tuition is $80 per credit hour, or a total of $2,470 for the program of 31 graduate class hours. A discussion of other fees and expenses is contained in the M.B.A. bulletin.

FINANCIAL ASSISTANCE

Some limited financial assistance is available for full-time graduate students in the form of loans. Applicants with superior undergraduate records who are interested in financial assistance should contact the Director of the Breech School for details of the financial aid program.

PLACEMENT

The Breech School cooperates with the Drury College Placement Office, which coordinates an active recruiting program by leading national and regional firms. Placement personnel have developed an excellent rapport with industry in recent years in the placement of Drury graduates.

CORRESPONDENCE

For further information, write to

Director, Breech School of Business
Administration and Economics
Drury College
Springfield, Missouri 65802
Telephone: 417-865-8731

Fuqua School of Business Administration

DUKE UNIVERSITY

DURHAM, NORTH CAROLINA

Duke University is located in Durham, North Carolina, a city with a population of approximately 110,000. Durham, along with nearby Raleigh and Chapel Hill, form the "Research Triangle," a major center of education, technology, and the arts. The Fuqua School of Business Administration (FSBA), established in 1969, is located on Duke's main campus. With an entering class of approximately 140 students, the school is able to devote personal attention to the students while maintaining its excellent national reputation.

The philosophy and programs of the school are future oriented. The study of past and current business practices is deemphasized, and stress is placed instead on developing the student's capacity for general problem solving. The Master of Business Administration (M.B.A.) program is designed to help the student develop a base from which learning will continue.

PROGRAMS OF STUDY

The purpose of formal course work in the M.B.A. program is to develop the student's intellectual capacity to solve real business and economic problems. Because of the rapid social and technological changes taking place within our society, programs which focus exclusively on current business practice, even the best current business practice, will surely produce students likely to become professionally obsolete in a relatively few years. The educational experience has been structured to provide career education for professional managers. Varied teaching methodologies challenge the student to study the problems of economic enterprise and decision making from the perspective of the entire organization. There are several major idea streams that run through the program:

- managerial economics and a systems view of decision making in a firm,
- strategic problems in the management of complex organizations,
- human behavior within organizations,
- design of organization structures and information systems for the coordination and control of the firm's activities, and
- quantitative analysis and its application in the solution of management problems.

In cooperation with the Duke University School of Law, the School of Forestry and Environmental Studies, and the Institute of Policy Sciences and Public Affairs, programs leading to combined degrees are offered by the Fuqua School of Business Administration. Applicants for combined programs must submit a separate application to each school involved.

The Doctor of Philosophy program builds on an education equivalent to that of the Duke M.B.A. program. It requires one additional year of course work, including two courses in advanced mathematics. The remainder of this year is made up of courses outside the school and of tutorials which are tailored to the student's individual interests and needs. A comprehensive examination and an original dissertation are also required.

ADMISSION

An applicant for admission to the M.B.A. program should have a baccalaureate degree from a recognized institution. No specific majors or areas of concentration are required or preferred for admission to the program. The applicant is encouraged to submit evidence of work experience, military service, and community or extracurricular activities. The admission process includes an evaluation of academic record (emphasis on the last two years), score from the Graduate Management Admission Test (GMAT), personal recommendations, work experience where applicable, and leadership in extracurricular activities.

A policy of rolling admissions is followed, with the earliest decisions being made in January. Candidates may begin the M.B.A. program only in September. Applications should be submitted before April 1.

EXPENSES

Approximate expenses for a single student for 1981-82 are as follows:

Tuition	$5,600
Books and supplies	250
Living expenses	2,700
Health fee	120

FINANCIAL ASSISTANCE

The school offers a program which includes scholarships, fellowships, and various types of loans. Scholarships and fellowships are awarded primarily on merit. Loans are available to those students whose resources are insufficient to cover the cost of their education. Applications for financial aid should accompany the application for admission and should be submitted by March 1 to guarantee full consideration. All financial aid applicants must file the form of the Graduate and Professional School Financial Aid Service (GAPSFAS).

PLACEMENT

The FSBA Placement Office offers specific counseling and placement activities designed to enhance the students' career search. Each year representatives from national and multinational financial institutions, accounting firms, and industrial and commercial organizations visit Duke, providing full-time and summer employment opportunities for FSBA students and alumni.

CORRESPONDENCE

For further information on the Duke M.B.A. or to obtain an application for admission, write or call

Director of Admissions
Fuqua School of Business Administration
Duke University
Durham, North Carolina 27706
Telephone: 919-684-5874 or 919-684-4266

The Graduate School of Business Administration participates in a Master of Health Administration program. For information, write or call

Department of Health Administration
Duke University
Durham, North Carolina 27706
Telephone: 919-684-3913

DUQUESNE UNIVERSITY

PITTSBURGH, PENNSYLVANIA

Duquesne University, founded in 1878, established its School of Business and Administration in 1913. An integral part of Pittsburgh's renaissance, the new facilities of the school are within walking distance of industry—large and small—retail stores, major professional associations, union headquarters, research centers, and governmental units. These advantages, combined with easy access to the cultural facilities of the city, provide an educational opportunity and a laboratory for the development of business leaders.

PROGRAMS OF STUDY

The M.B.A. program is structured to provide course work for students who can devote full time to graduate study for a period of two years (four semesters) or for students who are employed full time and who can complete the program over a period of eight semesters.

Courses leading to the M.B.A. are viewed as part of a professional program leading to a professional terminal degree. The program is entirely management oriented for decision-making objectives; it is directed to the preparation of competent men and women for general management careers in business and public administration. The curriculum emphasizes a broad managerial approach rather than concentration in major fields.

The program consists of three phases as follows:

CORE I: 21 credits
511 Quantitative Concepts
512 Accounting Concepts
513 Economic Concepts
514 Financial Concepts
515 Management Information Systems
518 Legal Concepts
519 Marketing Concepts

CORE II: 15 credits required course work
521 Environment of Business
522 Financial Management
523 Operation Research
524 Organizational Behavior in Management
529 Managerial Decision Making

CORE III: 21 credits elective course work

Students accepted from undergraduate schools accredited by the AACSB are eligible for waivers of Core I courses for a total of 21 credits. Other accepted students may obtain the waiver through examination. All students must petition for a waiver and take the examination prior to entering the program.

The M.A. in economics program requires 30 semester hours of study and has admission requirements that include undergraduate work basic to the program. The M.S. in accounting and M.S. in business information systems programs require 30 credits for graduation. The M.S. in administration program requires 33 credits for completion and offers course work in legal systems administration, public administration, or health care administration. These programs require the completion of an approved undergraduate program in business or its equivalent.

ADMISSION

Applicants are admitted in September and January; admission in September is preferred. Candidates who have completed undergraduate work at an accredited institution with a superior academic record and who have achieved appropriate scores on the Graduate Management Admission Test are eligible for admission. No specific undergraduate field of concentration is required except that mathematics through calculus is mandatory. A high level of skill in written and oral English is important.

EXPENSES

Tuition is $122 per credit hour. A university fee ranges from $41 to $152.50, dependent upon credit load. Estimated cost of books and supplies for full-time students is $150. Dormitory accommodations (room and board) range from $915 (double) to $1,120 (single) per semester.

FINANCIAL ASSISTANCE

Graduate assistantships are available in amounts up to $2,500 and tuition each year. When terms of research grants permit, graduate assistants are assigned to tasks for which they are qualified.

PLACEMENT

The full services of the Career Planning and Placement Center are available to graduate business students. Individual counseling and assistance in placement are provided.

CORRESPONDENCE

For further information, write or call
Assistant Dean
Graduate School of Business and Administration
Duquesne University
Pittsburgh, Pennsylvania 15282
Telephone: 412-434-6276

DURHAM UNIVERSITY

DURHAM, ENGLAND

Durham University, founded in 1832, was the third university established in England. It began as a collegiate university, the first college being in the Norman Castle, and has developed on those lines ever since. Constituent colleges now number 15, and the university has spread far beyond the river peninsula which was its original nucleus. The university offers its students a wide range of facilities and activities in an attractive environment that successfully blends the old and the new.

In 1960, a Business Research Unit was established within the Economics Department of Durham University to carry out social and economic studies in northeast England. By 1965 the Business School had been formed, incorporating the Business Research Unit, which offered short courses for practicing managers. The Business School became an independent department of the university in 1967, and during that year the 12-month Master of Science program was introduced. In 1977, the Business School moved to a new residential building in one of the most attractive sites in the city.

There are currently 25 members of teaching staff in the Business School, 10 of whom are primarily engaged in administration and research. The members of the teaching staff are supported by research workers who are engaged in a variety of projects including management development audit, export consultancy, new enterprise development, and social services planning. Teaching members of staff make major contributions to the Master of Science program, currently in its eleventh year, and to the postexperience program which offers courses for practicing managers in industry, commerce, and the public sector.

The Small Business Centre, established in 1971, offers courses, a consultancy service, and seminars for the owners and managers of small businesses. In October 1973 a doctoral program was introduced. For details, write to the Director of Research Programme.

PROGRAM OF STUDY

The major objective of the Master of Science (M.Sc.) program in management studies is to provide a postgraduate course from which students can satisfy their personal learning objectives in management. The 12-month M.Sc. program commencing in October includes 3 terms, 2 of approximately 11 weeks and 1 of 8 weeks duration, which are devoted to the core program and option courses. The final 4 months of the program are spent on project work.

The core program comprises courses which cover the basic concepts, skills, and functions of management, as well as more integrative courses dealing with the systems that operate within organizations. Emphasis is placed on the presentation and discussion of problems which all students have analyzed. A high level of student participation is encouraged, and formal teaching is kept to a minimum. Members of the staff are available continuously for tutorial sessions which complement the participative methods employed in the classroom.

A primary aim of the M.Sc. program is to give the maximum degree of practical experience within the academic setting, each aspect of management included in the core program having a direct application. Greatest benefit can be derived by students who are highly motivated to use the resources made available to them by the school and who are prepared to contribute from their own knowledge and personal experience.

The basic course subjects in the core program comprise

- basic concepts and functions of management—behavioral science, marketing, production management, quantitative methods, data for control, and finance; and
- broader aspects of management and organizational systems—industrial relations, management control systems, management information systems, economic environment, business strategy, and research methods.

Option courses are aimed at increasing a student's knowledge and skills in the areas in which he chooses to specialize. Option courses are selected from the following general areas: behavioral science, business strategy, finance, industrial relations, management control systems, the public sector, the E.E.C., model building, and small business studies. While every option is organized differently, much of the time is spent working closely with staff and fellow students in small seminar groups.

During the project period students undertake work, usually within an organization, leading to the preparation and submission of a dissertation. The type and size of organizations in which projects are carried out vary as much as the range and form of work undertaken.

ADMISSION

Admission to the program is open to students who hold a bachelor's degree or an equivalent professional qualification and whose academic performance, motivation, experience, and references indicate that the program will be of benefit to them. Previous work experience is desirable but not essential.

EXPENSES

Tuition for students from the United Kingdom is currently $2,400 (£1,200) and for students from overseas $4,000 (£2,000). Average costs of accommodations, including meals, would be $5,000 (£2,500) per year. Single students may obtain accommodations through the university colleges or the Graduate Society. Fees are subject to change.

FINANCIAL ASSISTANCE

The course is recognized for awards by the Social Science Research Council, but these are normally available only to citizens of the United Kingdom. Further information may be obtained from the S.S.R.C., 1 Temple Avenue, London, EC4Y 0BD.

PLACEMENT

The Business School maintains close contact with industry through projects and consultancy and provides a placement service for its graduates, which arranges recruitment visits to the school.

CORRESPONDENCE

For further details about the M.Sc. program, write to

Director of the M.Sc. Programme
Durham University Business School
Mill Hill Lane
Durham City, England DH1 3LB

EAST CAROLINA UNIVERSITY

GREENVILLE, NORTH CAROLINA

East Carolina University, founded in 1907, is a state-supported, coeducational university with an enrollment of about 12,500 students. The university has grown rapidly in recent years and has expanded its offerings in undergraduate, graduate, and professional programs including a medical school. In 1972, East Carolina University became one of 16 constituent institutions which comprise The University of North Carolina.

East Carolina University is located at Greenville, North Carolina, a growing town of about 35,000. It is the dominant university in the coastal plain region of eastern North Carolina. The Greenville area offers a wide range of outdoor recreational activities including hunting, boating, fishing, camping, sightseeing, and swimming on nearby beaches. The university provides a wide range of cultural opportunities including artistic events, popular entertainment, lecture and theater series, and the East Carolina University Summer Theater.

The School of Business has an enrollment of about 2,300 including about 120 full-time and 100 part-time graduate students. The Master of Business Administration (M.B.A.) program is one of three in North Carolina accredited by the American Assembly of Collegiate Schools of Business.

PROGRAM OF STUDY

The purpose of the M.B.A. degree program is to offer professional training to qualified applicants who aspire to careers as efficient and responsible administrators. The program is structured for qualified applicants with baccalaureate degrees from regionally accredited institutions in nonbusiness as well as business fields. The M.B.A. program emphasizes the development of analytical skills, problem solving, and decision making so that graduates can function effectively within changing environments.

The M.B.A. degree requires between 30 and 48 semester hours depending on the applicant's academic background. Most full-time students require between 12 and 18 months to complete the program, while part-time students require 2 to 4 years.

Course requirements for the M.B.A. degree include two groups: common body of knowledge and breadth requirements. The common body of knowledge requirement includes eight required courses covering the functional areas of business; the social, political, and economic environment of business; the basic concepts of accounting, quantitative methods, and information systems; organization theory and behavioral analysis; and administrative processes. For those students who may have completed comparable work in other degree programs, some of the common body of knowledge courses may be waived.

To complete the breadth requirement, each student must complete 24 semester hours beyond the common body of knowledge with no more than 6 semester hours in a field of specialization. Courses required as part of the breadth requirement include business policies, business research, economic analysis, international business, statistical analysis, management science, and financial management. Areas of specialization include: accounting, finance, management, marketing, management science, and information systems.

ADMISSION

Students are admitted who demonstrate a high promise of successfully completing the M.B.A. degree program. The decision is based on a combination of factors including the following: (1) grade-point average (4.0 system) × 200 + Graduate Management Admission Test (GMAT) score ≥ 950 or (2) grade-point average of last 60 semester hours of upper-division work (4.0 system) × 200 + GMAT score ≥ 1000.

Application for admission to the M.B.A. degree program requires the following information to be sent to the Dean of the Graduate School, East Carolina University, Greenville, North Carolina 27834: (1) completed application forms, (2) two official transcripts of all work beyond high school, and (3) a satisfactory GMAT score.

EXPENSES

Estimated expenses for full-time, single, in-state students are $3,100 per academic year; for married students, $4,400. Nonresidents of North Carolina should add $1,800 to these estimates.

FINANCIAL ASSISTANCE

The School of Business currently has available 17 graduate assistantships with stipends of either $1,500 or $3,000 for 9 or 18 hours of work per week, respectively. Loans are available to students through two plans: the National Direct Student Loan Program and the East Carolina University Loan Program.

PLACEMENT

The university provides a placement center to assist students in finding employment. The center maintains contact with a large number of business and industrial firms and other potential employers.

CORRESPONDENCE

For further information or to request an application for admission, please write or call

Director of Graduate Studies
School of Business
East Carolina University
Greenville, North Carolina 27834
Telephone: 919-757-6970

EAST TENNESSEE STATE UNIVERSITY

JOHNSON CITY, TENNESSEE

Located in the foothills of the Great Smoky Mountains, East Tennessee State University is close to the Appalachian Hiking Trail, near water sports in the TVA recreational areas, and within 40 minutes of the Beech Mountain ski slopes. Johnson City is the major urban center of upper East Tennessee. In contrast with the contemporary growth are the locations where the first settlers in the state chose to live and carve out their place in American history. As part of the Tri-Cities, Johnson City is a city on the move, growing and progressing.

PROGRAMS OF STUDY

For those students with no previous formal academic preparation in business administration, the following courses, or their equivalent, must be completed before undertaking the advanced graduate courses. Each of these courses will be graded "pass" or "fail": essentials of accounting/finance, essentials of economics, essentials of management/marketing, essentials of computers and statistics, and essentials of law for graduates.

The program for the Master of Business Administration (M.B.A.) includes: managerial accounting, economics of business decisions, applied macroeconomics, financial management, operations management, statistical analysis, organizational theory and behavior management, organizational communications, policy and strategy formulation, and marketing management. Two College of Business graduate electives at three hours each or business research methods plus thesis.

During their last semester, students will take a capstone course in business policy formulation. Successful completion of a written comprehensive case analysis is required to demonstrate the student's mastery and understanding of business administration.

For the Master of Accountancy program, those students with no previous formal academic preparation in accountancy must complete the following foundation courses, or their equivalent, before undertaking the advanced graduate courses: policy and strategy formulation, intermediate accounting, cost accounting, income taxes, auditing, advanced accounting, accounting information systems, and an accounting elective.

All candidates for the Master of Accountancy degree must complete a minimum of 33 hours of graduate work, including 27 semester hours of work open only to graduate students. Course requirements for the degree are:

Accounting Courses—accounting theory, advanced managerial accounting, auditing theory, advanced theory, tax research and planning, accounting policy, and accounting electives.

Accounting Environment Courses—financial management, statistical analysis, economics of business decisions, and College of Business elective.

The successful completion of a designated capstone accounting course toward the end of the program is required. This course focuses on the integration of accounting subject matter with that of other areas of the curriculum. No comprehensive final examination or thesis is required, although a thesis is an option.

ADMISSION

Students admitted to these programs must hold a bachelor's degree from an accredited college or university. In addition to submitting an application and transcripts, all students applying for these programs will take the Graduate Management Admission Test (GMAT) before being accepted. The criteria for admission shall be the candidate's performance on the GMAT, undergraduate grade-point average, and practical experience. Prior to first registration a candidate must have a conference with Dr. William P. Galle to discuss his or her program and to determine program prerequisites.

EXPENSES

Average semester expenses for 1981-82:

Tennessee students (registration fee)	$330
Out-of-state students (registration fee and tuition)	612
Part-time graduate students (11 or fewer quarter hours)	
Tennessee students, per credit hour	33
Out-of-state students, per credit hour	53
Housing (single students)	
Residence halls (double occupancy)	240
Apartments (double occupancy)	345

Several meal plans are available in the university dining facilities. The cost of the meal plans is based on 15 meals per week or 21 meals per week. Meals may be purchased on an individual basis. Prices for meal plans are subject to change.

FINANCIAL ASSISTANCE

The financial aid program of the school includes cooperative education, scholarship, assistantships, and loans.

CORRESPONDENCE

For additional information on the programs in management offered at East Tennessee State, please write or call

Dr. William P. Galle, Jr.
Director of Graduate Studies for
The College of Business
ETSU Box 21250A
Johnson City, Tennessee 37601
Telephone: 615-929-5314

EAST TEXAS STATE UNIVERSITY

COMMERCE, TEXAS

East Texas State University, founded in 1889, has since grown to become a multipurpose state university. Current enrollment is approximately 9,000 students.

The university is located in Commerce, a community of approximately 10,000 population 65 miles east of Dallas via an interstate highway. This location offers the advantages of a relaxed, informal atmosphere in which to live and study, plus easy access to major cultural, commercial, and recreational centers, including several large lakes.

East Texas State University has a modern campus that has been altered in recent years by a major construction program. The main campus consists of more than 80 academic and residential buildings which provide the facilities for 32 academic departments comprising 4 colleges and the Graduate School. The university library contains an extensive selection of important research materials from a wide variety of fields including a special business services section. In addition, the university maintains modern and efficient computer facilities. Excellent, moderately priced housing accommodations are available for both single and married students.

After operating as a department of business for nearly 30 years, the College of Business Administration with 5 departments (Accounting, Business Education, Economics/Finance, General Business, and Marketing/Management) was created in 1968. The university has been granting graduate business degrees since 1950 and offers the Master of Business Administration (M.B.A.), the Master of Science (M.S.) in business education, and the Master of Science and Master of Arts degree in economics. In 1970, the College of Business Administration moved into a new $2.2-million complex. The building houses the university computer center as well as student centered classrooms which are equipped with the latest audiovisual equipment and other learning aids.

PROGRAM OF STUDY

ETSU's M.B.A. program focuses upon the problem-solving and decision-making responsibilities of modern management and is aimed at providing broad-based preparation for careers in administration in either the public or the private sector. More specifically, the M.B.A. program is designed to insure a basic knowledge of essential business functions; to develop the individual's analytical decision-making skills; to increase one's ability to adjust to rapidly changing social, economic, technological, and political conditions; and to provide the foundation and encouragement essential for continuing professional self-development.

For most persons with baccalaureate degrees in business, the requirements for the M.B.A. degree include the completion of 12 graduate courses in business and economics. Persons with degrees in disciplines other than business are required to complete additional background courses (or submit acceptable CLEP scores in lieu of such course work) to insure a common body of knowledge. It is possible to begin graduate business programs during the fall, spring, or summer semesters and to complete these programs in one calendar year.

More than 300 individuals are presently enrolled in the graduate degree programs in business. To meet the needs and schedules of these students the College of Business Administration offers a variety of program alternatives designed to allow flexibility in pursuit of the degree—including evening classes in Dallas, day and evening classes in Commerce, and a Friday-Saturday weekend program in Commerce. Students may attend graduate programs in business full time or part time according to their professional objectives and personal life styles.

ADMISSION

To be admitted to the M.B.A. and M.S. in business education programs, applicants must possess a baccalaureate degree and achieve either: (a) 950 points based on the formula 200 × the undergraduate grade-point average + the Graduate Management Admission Test (GMAT) score, or (b) 1,000 points based on the formula 200 × the junior-senior (last 20 courses) grade-point average + the GMAT score.

Applicants for admission to the M.A. or M.S. program in economics may contact the Dean's Office of the College of Business Administration concerning the use of GRE scores in lieu of GMAT scores. Official transcripts and GMAT scores must be received prior to admission.

EXPENSES

The following is an estimate of the expenses for a single student per semester for 12 credit hours:

Tuition and fees	
Texas resident	$200
Nonresident	630
Room and board	800-850
Books and supplies	100-125

FINANCIAL ASSISTANCE

A number of graduate assistantships that require part-time teaching, laboratory instruction, research, and/or other institutional services are available on a competitive basis. The stipend for graduate assistantships ranges from $2,800 to $3,800 annually, and the out-of-state portion of the tuition charge is waived for recipients of graduate assistantships. Department heads administer the graduate assistantship program, and applications should be submitted directly to the department head of the appropriate department. Scholarships and student loans are administered through the Financial Aid Office.

PLACEMENT

An effective University Placement Service assists graduate students in career planning and in obtaining responsible positions in business, industry, government, education, and other professional areas. These services are provided free to students and alumni.

CORRESPONDENCE

Inquiries should be addressed to
Dean, College of Business Administration
East Texas State University
Commerce, Texas 75428
Telephone: 214-886-5190

EAST TEXAS STATE UNIVERSITY AT TEXARKANA

TEXARKANA, TEXAS

East Texas State University at Texarkana was established in 1971 as a component of East Texas State University which has its main campus in Commerce, Texas. Texarkana is located on the Texas-Arkansas boarder. State Line Avenue divides the city, which is operated by two city governments, each with its own mayor, police department, and fire department.

Texarkana is 152 miles from Little Rock; 112 miles from Hot Springs, Arkansas; 175 miles from Dallas, Texas; and 75 miles from Shreveport, Louisiana.

East Texas State University at Texarkana was established on the campus of Texarkana Community College as a method of expanding and complementing the offerings of that 50-year-old college, and to bring increased educational opportunity to citizens of an approximate 12-county area containing a population of almost 300,000.

Three hundred and twenty-three students constituted the initial enrollment of fall 1972. This number has steadily increased to approximately 1,200 students enrolled in 1980.

East Texas State University at Texarkana, like the community colleges of the region, is primarily a commuter institution with a majority of its students coming from a nine-county area in extreme Northeast Texas and three counties in Southwest Arkansas. The typical student is approximately 31 years of age, is married, has children, usually holds a full-time job, and is primarily interested in those courses or programs which will provide the skills and knowledge associated with career advancement. Understandably, time is a precious commodity to these students. They frequently find that it is very difficult to attend courses which are highly structured in terms of time and place.

In view of these factors, ETSU-Texarkana is making a significant commitment to the development of instructional delivery systems and curricula that make portions of courses and programs somewhat "time free," stress competencies generally expected in various professional fields, and call for student participation in internships, field experiences, and action research projects focused on industry, business, school, or community problems.

PROGRAMS OF STUDY

ETSU-Texarkana offers both the Master of Business Administration (M.B.A.) and the Master of Science (M.S.) in business administration. Both programs focus upon the problem-solving and decision-making responsibilities of modern management and are aimed at providing broad-based preparation for careers in administration in either the public or the private sector.

The M.B.A. program is designed to insure a basic knowledge of essential business functions; to develop analytical decision-making skills; to increase the ability to adjust to rapidly changing social, economic, technological, and political conditions; and to provide the foundation essential for continuing professional self-development.

For persons with baccalaureate degrees in business, the requirements for the M.B.A. degree include the completion of 12 graduate courses in business and economics. Persons with degrees in disciplines other than business are required to complete additional background courses (or submit acceptable College-Level Examination Program (CLEP) scores in lieu of such course work) to insure a common body of knowledge.

The M.S. in business administration is more flexible and permits taking a narrower base of courses to specialize in specific disciplines such as management or marketing. This program requires the completion of eight graduate courses in business administration plus four graduate courses in an area other than business administration.

It is possible to begin graduate business programs during the fall, spring, or summer semesters and to complete these programs in one calendar year.

ADMISSION

To be admitted to either the M.B.A. or M.S. in business administration program, applicants must possess a baccalaureate degree and one of the following:

- an undergraduate grade-point average (GPA) of 2.5 on a 4.0 scale, plus a Graduate Management Admission Test (GMAT) score of 450,
- at least 950 points based on the formula: 200 × undergraduate GPA + GMAT score,
- at least 1,000 points based on the formula: 200 × GPA on last 60 undergraduate hours + GMAT score.

EXPENSES

The following is an estimate of the expenses for a single student per semester:

Tuition and fees:	
Texas residents	$150
Nonresident	690
Books and supplies	125

FINANCIAL ASSISTANCE

The financial assistance program of the school includes scholarships and loans.

PLACEMENT

The university maintains a placement office to serve students and graduates.

CORRESPONDENCE

Inquiries concerning the programs in management offered at ETSU-Texarkana should be addressed to

Dr. Ernest L. Carlton
Program Director for Administration Disciplines
East Texas State University at Texarkana
P.O. Box 5518
Texarkana, Texas 75501
Telephone: 214-838-6514

EASTERN ILLINOIS UNIVERSITY

CHARLESTON, ILLINOIS

Eastern Illinois University, established in 1895 to serve the educational needs of the citizenry, is organized as a public institution. The primary aim of the university's programs is to provide excellent instruction and an educational environment which will produce broadly educated, responsible citizens who are prepared to serve and to lead in a free society.

PROGRAM OF STUDY

The Master of Business Administration (M.B.A.) program is designed to serve the student who has completed his bachelor's degree in nonbusiness fields, as well as the graduate with a concentration of undergraduate courses in business. The time needed to complete the program depends upon the student's course background and course load. All requirements for graduation as stated in the Graduate School Catalog must be met.

The basic philosophy of the M.B.A. program reflects the general management point of view. The program is meant to insure a sound knowledge of the basic business functions: accounting, production, finance, and marketing.

The program is designed to develop ability in methods and processes of analysis, particularly in identifying problems, obtaining relevant facts, and rendering judgment and action based on careful, systematic, and scientific analysis of data. The student is expected to communicate ideas, proposals, findings, conclusions, and judgments by oral and written means—clearly, concisely, reliably, concretely, and coherently. The program provides the means for an understanding of the social conscience. The general background enables the student to continue his learning and development in a continuously changing world.

Students with business undergraduate degrees normally have a satisfactory command of elements of understanding fundamental to entry into graduate study for the degree. They may be prepared to launch immediately into phase II (graduate-level courses). Students who do not have undergraduate degrees in business are expected to make up deficiencies by completing phase I (undergraduate-level courses). The phase I courses must be completed or substantially completed before the student enrolls in phase II courses.

The program is flexible enough to take into account the diversity of undergraduate backgrounds of the students. A student who has an undergraduate degree in business administration with a major in one of the functional areas will not take the functional course in that area at the graduate level but must take the corresponding seminar course. For this reason each student accepted for the M.B.A. program must initially meet with the Coordinator of Graduate Business Studies to prepare an approved program and schedule courses to allow for individual circumstances.

Phase II includes the following three-credit courses: operations management, managerial accounting control, marketing management, operations research, financial management, administrative policy, information systems, and organizational behavior. A course in business research methods and six hours of electives are also required. The student may elect courses in business or related subjects with the approval of the Coordinator of Graduate Business Studies.

The student may elect to complete a thesis for three to six semester hours or independent study for three to six semester hours. The combined total of thesis and independent study may not exceed nine semester hours.

ADMISSION

Admission is granted upon evidence of a standard baccalaureate degree from an accredited college or university. To be admitted with regular status the student must

- have earned a minimum score of 450 on the Graduate Management Admission Test (GMAT),
- have a minimum undergraduate cumulative grade-point average of 2.50 from the school conferring the bachelor's degree, or
- a total of at least 950 points based on the formula: 200 × the undergraduate grade-point average (4.0 system) + the GMAT score, or
- a total of at least 1000 points based on the formula: 200 × junior-senior grade-point average (4.0 system) + the GMAT score.

A student holding a bachelor's degree may be admitted to take graduate courses on a nondegree status. However, should such a student apply for degree status at a later date, the same admission requirements as outlined above must be met. Graduate work completed prior to admission to the degree program will be evaluated with no assurance that any credit earned will be applied toward the degree. Admission to take graduate courses is not to be interpreted as admission to the M.B.A. program.

EXPENSES

*Tuition and fees, per semester**

Full-time (12 or more semester hours) resident student	$ 417.20
Part-time resident student, per hour	33.10
Full-time nonresident student	1,021.20
Part-time nonresident student, per hour	83.35

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*Subject to change.

FINANCIAL ASSISTANCE

A limited number of graduate assistantships are available. Applications may be obtained from the Graduate School. Applications for assistantships for the following year must be submitted to the Coordinator of Graduate Studies by March 1.

PLACEMENT

The facilities of the Director of Placement at the Eastern Illinois University are available for use by students and alumni.

CORRESPONDENCE

Initial correspondence concerning the M.B.A. program at Eastern Illinois should be directed to

Dr. Robert N. Sullivan
Coordinator of Graduate Business Studies
School of Business
Eastern Illinois University
Charleston, Illinois 61920
Telephone: 217-581-3028

EASTERN KENTUCKY UNIVERSITY

RICHMOND, KENTUCKY

Eastern Kentucky University is a coeducational public institution of higher education. Richmond, the county seat of Madison County, is an expanding community of approximately 18,000 population. A rural atmosphere in close proximity to Lexington, Cumberland Lake, and the Daniel Boone National Forest makes Richmond an ideal location for both study and recreation.

PROGRAMS OF STUDY

The College of Business offers programs which lead to the Bachelor of Business Administration and the Master of Business Administration (M.B.A.) degrees. The Master of Business Administration degree program is broad in nature and aimed at development of general competence in the functions of management. It provides for study in breadth in selected functional areas and for concentrated study in a specialized field of the student's choice.

All M.B.A. students must satisfy requirements for the common body of knowledge (CBK) and complete 27 graduate hours beyond the CBK. Of these 27 graduate hours, 24 must be reserved exclusively for graduate students (6xx level of instruction.) Except for business policy, courses in the CBK normally will be taken prior to graduate-level instruction.

Students who have an undergraduate background in business must have completed the equivalent of the business core as described in the current *General Catalog*. In addition, these students must complete two courses in math and quantitative methods. Business policy is part of the CBK and will be taken as a capstone course at or near the final semester of the M.B.A. program. For students without an academic background in business, an accelerated curriculum of 33 semester hours covers the common body of knowledge. The CBK may be satisfied in part by College-Level Examinations Program (CLEP) examinations.

In addition to the common body of knowledge, at least 27 semester hours must be taken in the fields of accounting, economics, business, and office administration. Managerial economics and business research and report writing are required of all students and count as 6 of the 27 hours. Additionally each student will select an area of concentration in accounting, economics, marketing, management, finance, real estate, electronic data processing, or general business administration.

Students selecting an area of concentration in accounting will take 12 semester hours in accounting, 3 semester hours in each of two of the areas of marketing, management, or finance, and in conjunction with their advisor select either business statistics or computer information systems.

Students selecting an area of concentration in economics will take nine semester hours of economics, in addition to the required course in managerial economics, three semester hours of business statistics, three semester hours in accounting, and three semester hours in each of two of the areas of marketing, management, or finance.

Students selecting an area of concentration in marketing, management, or finance will take nine semester hours in the field selected, three semester hours in each of two other fields, plus three semester hours in accounting and three elective hours outside their field of concentration.

Students selecting an area of concentration in real estate will take nine semester hours in real estate, three semester hours in each of the areas of accounting, marketing, and finance, and three elective hours outside their field of concentration.

Students selecting an area of concentration in electronic data processing will take nine semester hours in that field, three semester hours in each of the fields of management and accounting, plus six semester hours of approved electives outside their area of concentration.

Students selecting an area of concentration in general business administration will take three semester hours in each of the fields of marketing, management, finance, and accounting, plus nine semester hours of approved electives provided that no more than six of the nine elective hours are taken in the same field.

ADMISSION

Applicants to the Master of Business Administration programs must (1) hold a bachelor's degree from an accredited institution; (2) have at least a minimum grade-point average of 2.4 on a 4.0 (A) basis; (3) achieve a satisfactory score on the Graduate Record Examinations (GRE); (4) achieve a minimum score of 350 on the Graduate Management Admission Test (GMAT); and (5) provide indicators of success in graduate study by the combination of their grade-point average and GMAT score as follows: at least 950 points based upon the formula: 200 × the overall grade-point average + the GMAT score; or at least 1,000 points based on the formula: 200 × the upper-division grade-point average + the GMAT score.

EXPENSES

Tuition, per semester

Full-time (minimum of nine semester hours), resident student	$295
Full-time, nonresident student	720

FINANCIAL ASSISTANCE

A limited number of graduate assistantships are available. Stipends for assistantships currently amount to $2,500 per year (10 months). Out-of-state tuition is waived for those holding assistantships.

PLACEMENT

The facilities of the Director of Placement at Eastern Kentucky University are available for use by students and alumni.

CORRESPONDENCE

For information, write or call
Dean of Graduate School
Eastern Kentucky University
Richmond, Kentucky 40475
Telephone: 606-622-2316

EASTERN MICHIGAN UNIVERSITY

YPSILANTI, MICHIGAN

Eastern Michigan University, founded in 1849, is a coeducational institution located near the Detroit metropolitan area. University growth and function are related directly to the large industrial, educational, research complex in southeastern Michigan. The graduate program in business was established in 1953. Enrollment is approximately 800 men and women. Only evening classes are available.

PROGRAMS OF STUDY

Eastern Michigan University offers five graduate business programs: the Master of Business Administration (M.B.A.), the Master of Science in Accountancy (M.S.A.), the Master of Science in Computer-Based Information Systems (M.S.I.S.), the Master of Science in Organizational Behavior and Development (M.S.O.D.), and the Master of Business Education (M.B.E.). Each of these programs requires 60-66 semester hours of graduate-level courses, and students with undergraduate business degrees will usually be able to complete a program within one year of full-time study. Applicants with nonbusiness undergraduate degrees may need several graduate foundation courses prior to enrolling in the core-level courses. Students may elect to take tests to excuse them from some foundation courses or submit College-Level Examination Program (CLEP) scores.

The M.B.A. program is designed to establish a broad understanding of business functions, the relationship of business to society as a whole, and the impact of legal forces on business. The program is also designed to provide sufficient specialization for the student to perform in a specific job area, such as accounting, finance, management, marketing, or information systems.

The M.S.A. program is designed to develop an individualized advanced specialization in accounting. Upon admission to the program the student will prepare a proposed program of course work and present it to the M.S.A. Advisory Committee for review. Once approved, this program becomes the student's degree requirements.

The M.S.I.S. is a program of study for students seeking a solid background in computer systems analysis, management of computer-related activities, modeling and computer simulation, and data-base management.

The M.S.O.D. program is designed to train organizational development practitioners to evaluate and develop organizational cultures, to be more resourceful in solving personnel development problems, and to assist the organization in adapting to ongoing change, both internal and external.

The M.B.E. program is planned to qualify students for careers in the field of business education at the secondary or the community college level. Special opportunity is provided for students wishing to complete academic study required for vocational certification in distributive and office education.

ADMISSION

Admission is granted to those graduates of regionally accredited institutions whose undergraduate grade-point average and Graduate Management Admission Test (GMAT) scores indicate a high promise of success in graduate business studies. Precise grade-point average and GMAT requirements vary from program to program; specific program information is available from the address below. Applications, transcripts, and GMAT scores should be submitted no later than 30 days before the beginning of a term.

EXPENSES

Per semester	*Michigan*	*Nonresident*
Registration fee	$ 20	$ 20
Tuition (12 hours)	524	1,260
Room and board	881	881
Books and supplies	300	300

Residence hall space is readily available as are off-campus student apartments. The supply of married student campus housing is very limited. Rent for on-campus apartments varies from $150-180 per month; off-campus rents range from $130-360 per month. Inquiries should be directed to the Director of Housing.

FINANCIAL ASSISTANCE

A limited number of graduate assistantships and business internships are available for full-time graduate students. Assistantships require 20 hours of work per week and carry a stipend from $3,150 to $3,350 for two semesters, in addition to a maximum of 16 hours of paid tuition. Business internships vary according to the corporate sponsor. Inquiries regarding these programs should be addressed to the head of the department in which the student intends to specialize. Students who need part-time employment should apply to the Placement Office. Foreign students are expected to devote full time to study.

PLACEMENT

Each year the Placement Office publishes a *Placement Preview* containing biographical data on the year's graduates for use by recruiting officers in industry, government, and educational institutions.

CORRESPONDENCE

For further information or to request an application for admission, write to

Coordinator
Graduate Business Programs
517 Pray-Harrold Building
Eastern Michigan University
Ypsilanti, Michigan 48197

EASTERN NEW MEXICO UNIVERSITY

PORTALES, NEW MEXICO

Eastern New Mexico University offers a balanced program combining both general and specialized learning. This task is accomplished through effective organization of human and physical resources in various services, colleges, and schools.

The College of Graduate Studies is university wide in its scope and serves to coordinate all graduate programs offered by the university. The dean assumes general responsibilities relating to admissions, record keeping, appointments of advisors and graduate committees, approval of degree programs, and final approval of theses.

PROGRAM OF STUDY

The College of Business offers curricula leading to a Master of Business Administration (M.B.A.) degree. This program is designed for either the thesis or nonthesis plan. Students are prepared for responsible managerial positions in an increasingly complex business environment. Emphasis is placed on the development of managerial generalists rather than specialists and requires study in all major areas of business. The course of study for the M.B.A. degree must follow a structured degree plan guided by the catalog requirements, developed by the student's advisory committee, approved by the Dean of the College of Business, and finally approved by the Dean of Graduate Studies. The program consists of four groupings: (A) leveling courses, (B) business core courses—15 credit hours, (C) area of emphasis courses—9 credit hours, (D) elective courses—8 credit hours.

Leveling courses: entry into the M.B.A. program in the College of Business requires that all applicants have a common background of basic concepts and skills used in subsequent courses and in business. Each applicant's undergraduate transcript will be evaluated to determine which foundation courses are required, if any.

The following Eastern New Mexico University undergraduate courses, or their equivalent, are minimum leveling requirements for the M.B.A. degree:

Acct	201-203	Elementary Accounting
BAd	315	Business Law I
Econ	221-222	Principles of Economics I and II
Fin	312	Money and Banking
Mgt	239	Principles of Management
Mkt	321	Principles of Marketing
Stat	213	Statistics I

Business core courses: five of the following seven core courses must be completed for graduate credit by each candidate:

Acct	551	Managerial Accounting
BAd	501	Business and Society
Bis	500	Applications in Business Information Systems
Fin	541	Advanced Managerial Finance
Mgt	501	Survey of Management Science
Mgt	513	Advanced Studies in Organizational Behavior Theory
Mkt	517	Marketing Administration

The student who has an undergraduate concentration in one of the fields listed in the M.B.A. core or has taken an equivalent course in a bachelor's degree program may not take the course pertaining to that field as a core requirement. Course substitutions, with the recommendaton of the student's advisory committee, will be made as necessary in the core requirement.

Area of emphasis courses: to provide some opportunity for specialization in one area, the student should select three courses pertaining to a specific area of emphasis.

Elective courses: a minimum of eight additional graduate credit hours, normally three courses, are electives and may be taken in any college of the university. These courses should be selected with the counsel of the student's advisory committee to optimize the potential of his or her personal objectives.

ADMISSION

Applicants holding a baccalaureate degree from any recognized college or university may apply for admission to the Graduate School. Admission requirements of the Graduate School must be met before the applicant may be admitted to the M.B.A. program. To be granted regular admission in the Graduate School, the applicant must have a 3.0 grade-point average (out of a possible 4.0) either overall or for the last half of undergraduate work. For students who do not meet this requirement, provisional or unclassified admission is available. In addition to the Graduate School admission requirements, admission to the M.B.A. program must be obtained. All applicants must submit acceptable scores from the Graduate Management Admission Test (GMAT) at least one month prior to the student's first enrollment. The College of Business considers both the undergraduate grade-point average (GPA) and the score of the GMAT to affect admission into the M.B.A. program. As a general guideline the applicant should score a total of 950 or more based on the formula: 200 × undergraduate GPA + the GMAT score, to be eligible for admission.

EXPENSES

*Per semester**	*New Mexico Resident*	*Nonresident*
Full time (12 or more credits)	$309.60	$798.00
Part time (11 or fewer credits), per credit	25.80	66.50

*Subject to change

FINANCIAL ASSISTANCE

Graduate assistantships are available to applicants eligible for regular admission who have a B.B.A. or similar degree. Other financial assistance is available through the Office of Financial Aids.

PLACEMENT

The University Placement Office services the College of Business Administration. Numerous firms and agencies interview on campus.

CORRESPONDENCE

Inquiries should be addressed to
Graduate Coordinator
College of Business Administration
Eastern New Mexico University
Portales, New Mexico 88130
Telephone: 505-562-2342

EASTERN WASHINGTON UNIVERSITY

CHENEY, WASHINGTON

In April 1981, Eastern Washington University began its 98th year as an educational institution. The university is located in Cheney, Washington, 16 miles southwest of the city of Spokane, the central city in the region of northwestern U.S.A. known as the Inland Empire. Although Eastern is a regional university, students come from all of the United States and many foreign countries. During fall quarter 1980, enrollment reached an all-time high of 8,333 students of which 1,674 were engaged in graduate studies. Eastern's School of Business had an enrollment of 1,656. The undergraduate business administration program is currently accredited by AACSB. The Master of Business Administration (M.B.A.) program was audited for accreditation by an AACSB visitation in January 1981. The School of Business has its headquarters in the modern three-story Ceylon S. Kingston Hall. However, the M.B.A. program courses are offered primarily at night in Spokane for the convenience of working men and women. Metropolitan bus service, direct no-toll phone lines between Spokane and the Cheney campus, and a growing number of resident courses in various disciplines offered in Spokane emphasize the close relationship of Eastern to the City.

PROGRAM OF STUDY

The M.B.A. program is designed to provide advanced study for persons interested in a career in professional management. The aims of the program are: (1) to develop an understanding of the nature and complexities of the business decision-making process in a world of chance and uncertainty; (2) to promote an understanding of the place of business organization in the larger society in which they operate; (3) to provide meaningful learning experiences for students and practicing administrators of profit and not-for-profit organizations; and (4) to give students with undergraduate degrees in all fields an opportunity to learn and understand useful managerial theories and concepts, as well as analytical tools and methods.

The M.B.A. program is divided into three areas of study. A basic program consisting of 40 hours of course work (10 courses) is required of all students having baccalureate degrees in areas other than business adminsitration. The basic program is designed to insure that entering nonbusiness students have knowledge of micro- and macroeconomic theory, accounting principles, quantitative analysis, finance, marketing, business law, management, business social responsibility, and the use of computers in business. Undergraduate transcripts are reviewed by the School of Business faculty to determine which of the basic program courses the student needs. Students who have a baccalaureate in business administration will usually not undertake the basic program unless their transcripts indicate a deficiency in the business common body of knowledge. The advanced program is begun only after all basic program requirements have been met. The advanced program consists of 32 hours (8 courses) covering the methods of business research, financial management, business decision analysis, marketing management, organization and management theory, administrative controls, management information systems, and administrative policies. In the third area, the student elects one of 3 options to complete the master's studies in keeping with his/her career objectives: (1) a thesis and 8 hours of electives; (2) two research reports and 8 hours of electives; or (3) 16 hours of electives. An oral examination on the student's total program must be completed during the final quarter. Students must apply for advancement to candidacy for the M.B.A. degree before they have completed one-half of their advance program credit hours.

ADMISSION

To be admitted to the M.B.A. program, a candidate must hold a baccalaureate degree in any field of specialization from most accredited colleges or universities. Admission is based on a combination of the student's undergraduate grade-point average and the score on the Graduate Management Admission Test (GMAT). In accordance with present program requirements and National Accreditation Standards (AACSB), master's level business courses are reserved exclusively for students who have been formally admitted to the M.B.A. program or other master's degree programs. International students must demonstrate English language competency by taking the Test of English as a Foreign Language (TOEFL).

EXPENSES

Graduate quarterly tuition for residents of the State of Washington is $228 for full time study (10 or more credit hours) and $23 per credit hour for part time (fewer than 10 hours). Nonresident full-time graduate tuition is $752 per quarter. Reduced fees are available to approved Vietnam veterans. All fees are subject to change.

FINANCIAL ASSISTANCE

Financial assistance for graduate students is available through programs such as: National Direct Student Loans, Guaranteed Student Loans, Student work-study employment and a limited number of scholarships where there is exceptional financial need. A limited number of graduate assistantships are also available.

PLACEMENT

The university provides career planning and placement services for formally admitted master's students who have advanced to candidacy. The Career Planning and Placement Office offers workshops, seminars, discussion groups, and presentations to provide awareness of the present employment picture, career planning, applying for a job, and interviewing techniques. A library of occupational information is available. The Placement Office arranges and schedules interviews with personnel recruiters from business and industry. The M.B.A. Association (students) publishes a newsletter twice each quarter in which M.B.A. program information and career and job information is disseminated.

CORRESPONDENCE

For further information or to request an application for admission, please write to

School of Business
Eastern Washington University
Cheney, Washington 99004

EMORY UNIVERSITY

ATLANTA, GEORGIA

Emory University is located in a residential suburb six miles from downtown Atlanta, the financial and business center of the growing Southeast. In 1954, the Master of Business Administration (M.B.A.) degree program was initiated at Emory University, building upon an already solidly established Bachelor of Business Administration program dating from 1919. When the American Association of Collegiate Schools of Business began accrediting master's programs in 1961, Emory's was one of the first 16 graduate business schools approved.

The School of Business Administration enrolls approximately 200 M.B.A. students, all of whom study full time. Students come from a wide variety of academic disciplines and represent all regions of the United States and several foreign countries. In addition, the school enrolls approximately 280 undergraduate students in the Bachelor of Business Administration program and 80 business executives in a program that permits them to earn an M.B.A. without career interruption (executive M.B.A. program).

The Emory School of Business Administration plays an important role in regional and national business activities. The school is proud of the recognition it receives from the business community. Through generous endowments, the John H. Harland Chair of Business Administration and the Charles H. Kellstadt Chair of Marketing were established recently. Also, a group of Atlanta-based and regional business firms has made available some of their senior executives for the Management Conference Board, which provides consultation, seminars, on-site visits, distinguished lecturers, and other kinds of support for the school.

PROGRAMS OF STUDY

The M.B.A. program at Emory provides its students with a broad professional education and acquaints them with the theory, principles, and techniques of analysis, organization, planning, and control common to all institutions. Over and above this base, students are able to develop their talents in areas of special interest, whether these be accounting, finance, marketing, or management.

The course work consists of 70 quarter-credit hours of core requirements and 40 quarter-credit hours of electives. The first year of the program consists largely of required core courses in the areas of accounting, marketing, finance, management, quantitative skills, economics, business environment, and computer skills. Most first-year courses are taught in sections of 30 to 35 students, thus permitting frequent exchange between teacher and student and among the students themselves. In the second year, courses dealing with managerial strategy, marketing analysis, and financing short-term requirements complete the core sequence. Students may pursue areas of interest through a variety of electives that are sufficient in number to permit strong specialization for those who so desire it. Concentration in accounting is available for students desiring preparation for a professional accounting career within the framework of an M.B.A. program. The teaching methods used include lecture, discussion, the case method, and team learning. Applicants who have completed the equivalent of the core courses may receive waivers that will permit them to choose more electives.

The School of Business Administration and the School of Law at Emory University cooperate in a program that enables a student to receive the M.B.A. and J.D. degrees in four years rather than the usual five.

ADMISSION

New students are admitted to the School of Business Administration in the fall quarter of each year. The results of the Graduate Management Admission Test; official transcripts of all previous undergraduate, graduate, and professional work; and two letters of recommendation are required. Applicants from non-English-speaking countries must submit scores on the Test of English as a Foreign Language and a statement of financial resources. Because admission is competitive, it is advisable that candidates submit applications and all supporting documents by April 15. Candidates who wish to be considered for fellowships and research assistantships must be accepted for admission and must submit an application for financial aid by March 1.

There are no prerequisite courses for admission, although M.B.A.'s find that it is helpful to have taken introductory courses in economics, accounting, calculus, and statistics prior to enrollment.

EXPENSES

Application fee	$ 25
Tuition and fees, each quarter	1,800

FINANCIAL ASSISTANCE

Fellowships and assistantships are granted on the basis of academic achievement and potential and financial need. Graduate business students are also eligible to apply for awards from the National Direct Student Loan and the College Work-Study programs through the University Financial Aid Office.

PLACEMENT

The resources of an active Business School Placement Office are available to M.B.A. candidates. Over 120 companies send representatives to the campus, and many of them are particularly interested in M.B.A. candidates. Job opportunities for the M.B.A. candidates have exceeded the number of graduates available. Graduates have had ample opportunity to start careers with advancement potential, both in the Southeast and throughout the nation.

The school also works closely with local, regional, and national firms and professional societies in placing graduate students in summer employment between their first and second years in the program.

CORRESPONDENCE

For further information, write or call
M.B.A. Program
School of Business Administration
Emory University
Atlanta, Georgia 30322
Telephone: 404-329-6352

EMPORIA STATE UNIVERSITY

EMPORIA, KANSAS

The Kansas Board of Regents authorized the first business program at Emporia State University in 1905, and in 1941 a Master of Science degree in business administration was first offered by the college. The Master of Business Administration (M.B.A.) degree program is now a part of the graduate program of this university of 6,500 students. The Division of Business is part of the School of Applied Arts and Sciences and is by invitation an associate member of the American Assembly of Collegiate Schools of Business. The university is accredited by the North Central Association of Secondary Schools and Colleges. The Master of Business Administration program has an enrollment of approximately 100, including a number of night school graduate students.

The Division of Business is housed in new, air-conditioned Cremer Hall, which is convenient to student parking, the Memorial Student Union, and William Allen White Library. The library, completed in 1971, is a beautiful air-conditioned structure with well-lighted study rooms, individual carrels, and open stacks for most materials.

PROGRAM OF STUDY

The Master of Business Administration program is designed to meet the needs of students preparing for middle management or technical jobs or to teach business administration on the college level. The M.B.A. program can be completed in one year by the student with an undergraduate business degree. For others, the program will require two years.

The M.B.A. degree provides the mature student with a broad education in business administration as well as the opportunity for considerable depth of study in one area through elective courses. The required courses include MG 747 Organizational Behavior, AC 834 Seminar in Managerial Accounting, MG 741 Production Management or MG 779 Seminar in Personnel Administration, BA 742 Business and Public Policy or MK 533 Multinational Marketing, FI 750 Corporation Finance or FI 749 Investment Analysis, MK 864 Marketing Management or MK 866 Market Research, BA 770 Operations Research or BA 720 Quantitative Analysis for Business Decisions, MG 845 Policies and Problems in Management, and OA 743 Business Report Writing. In addition to the 26 semester hours of required courses listed above, the candidate must complete 8 hours of electives that permit him to obtain graduate credit in such areas as accounting, data processing, management, or finance, according to his needs and interests. On the other hand, the student may choose to broaden his understanding of business administration through electives or to take work in related fields. A comprehensive examination is written at the completion of the total 34 hours of work.

ADMISSION

The one-year M.B.A. course of study is designed for students who have completed an undergraduate degree in business. For those who do not have a business undergraduate major, it would be necessary to undertake a required core of business subjects in the following areas: accounting, 9 hours; economics, 6 hours; business law, 3 hours; marketing, 3 hours; management, 6 hours; business finance, 3 hours; statistics, 3 hours; and data processing, 2 hours. Students with an undergraduate business major but with deficiencies in the above areas would have the opportunity to take the necessary courses before starting on the M.B.A. program. Before full admission is made to the program, the student is required to take the Graduate Management Admission Test (GMAT). Admission follows the criteria established by the American Assembly of Collegiate Schools of Business, using the GMAT scores and the undergraduate grade-point average. Application for admission to the graduate M.B.A. program should be sent to the Dean of the Graduate School.

EXPENSES

Per semester	*Residents*	*Nonresidents*
Total fees	$ 304.50	$ 629.50
Books and supplies	100.00	100.00
Room and board	900.00	900.00
Personal expenses	400.00	400.00
	$1,704.50	$2,029.50

Students enrolled for six semester hours or less pay $21.75 per hour if Kansas residents, and $43.50 per credit hour if nonresidents.

FINANCIAL ASSISTANCE

A number of teaching assistantships are usually offered in the Division of Business each year to qualified graduate students. National Direct Student Loans and guaranteed loans through banks and savings and loan associations are also generally available to graduate students. Emporia industries and business firms are especially cooperative in offering employment to mature students. Inquiries should be addressed to the Director of Financial Aids.

PLACEMENT

The Division of Business and the Placement Office work closely with business and governmental organizations in securing employment for graduate students. Each fall and spring many personnel representatives visit the campus to interview students.

CORRESPONDENCE

For further information or to obtain an application for admission, please write to

Chairperson
Division of Business
Emporia State University
Emporia, Kansas 66801
Telephone: 316-343-1200, station 346

FAIRFIELD UNIVERSITY

FAIRFIELD, CONNECTICUT

Fairfield University was founded in 1942 by the Jesuit Order in the United States. It is the inheritor of a tradition of learning and scholarship that dates back to 1540 when St. Ignatius Loyola founded the Society of Jesus (the Jesuits) on the principle of active service in the world.

The School of Business at Fairfield was established in 1978. For 30 years, the university offered an undergraduate program in various areas of business administration through a department within the College of Arts and Sciences. As the reputation of the program grew, the increasing offerings became so extensive that the Board of Trustees authorized a separate School of Business.

Two other factors contributed to the founding of the School of Business: the status of Fairfield County as the fastest-growing corporate headquarters area in the United States, and the selection of Fairfield University by the National Association of Mutual Savings Banks as the site for the Center for Financial Studies. This center is the national site for the continuing education programs for association members. Classes in the School of Business' Master of Science (M.S.) in financial management program are conducted in the center's facility.

PROGRAM OF STUDY

The Master of Science in financial management program consists of a core and an area of specialization. The group of courses in the core requires no prior training in business and consists essentially of the common body of knowledge as defined by the American Assembly of Collegiate Schools of Business. Completing the core will make it possible for the student with a nonbusiness oriented background of education and experience to complete the M.S. program successfully.

The core courses are essentially intensive introductions to the subject areas which would have been covered if a student had earned a Bachelor of Business Administration (B.B.A.) or a Bachelor of Science (B.S.) in a business major at the undergraduate level. Therefore, selected core courses may be waived for many students admitted into the program. Such waivers may be granted when the quality of preparation of the student justifies the waiver on the basis of previous course work or on the successful completion of a written qualifying examination.

The specialization courses are designed to provide qualified, mature individuals with the opportunity to strengthen their managerial competency in the area of corporate financial management. The program is intended to meet the needs of the corporate community for middle-management personnel by providing a broad understanding of the role of finance in corporate management and specific training in the techniques appropriate to this particular management function.

The program, therefore, takes as its focus the corporation, its objectives, and its strategies. Although not designed to prepare individuals for careers in the financial markets and institutions per se, the program will be of value to persons engaged in those activities as well as those either entering or currently employed in the specific field of financial management.

The program seeks to blend broadly-focused courses such as those dealing with ethical dynamics, environmental, and legal issues with specialized offerings such as those in capital budgeting, monetary policy, and portfolio analysis.

The program is designed to accommodate those individuals who are now employed in the corporate area. Therefore, classes are conducted on Friday afternoons and Saturdays to enable each student to select up to three courses from among several options each semester while continuing full-time employment.

The university has a newly-installed DEK 10 computer system with a large number of interactive terminals for student use.

ADMISSION

Students who hold a bachelor's degree in any field from an accredited college or university and who have demonstrated their ability or potential to do high-quality academic work are encouraged to apply.

Consistent with normal requirements of the American Assembly of Collegiate Schools of Business, the criteria for admission to the program will be an appropriate undergraduate grade-point average and an appropriate score on the Graduate Management Admission Test (GMAT).

In addition, the admissions process requires complete official transcripts of all college work, two letters of recommendation, and a self-evaluation of work experience.

EXPENSES

The schedule of fees for the Master of Science in financial management program is as follows:

Application fee (due with the application for admission)	$ 20
Registration fee, payable each semester	10
Tuition, per course hour	100

FINANCIAL ASSISTANCE

A number of full scholarships have been made available by major business corporations. A student may apply for a scholarship after having been accepted into the program.

CORRESPONDENCE

For applications and additional information, write or call

Committee on Graduate Admissions
School of Business
Fairfield University
Fairfield, Connecticut 06430
Telephone: 203-255-5411, extension 2662

Samuel J. Silberman College of Business Administration

FAIRLEIGH DICKINSON UNIVERSITY

RUTHERFORD, MADISON, AND TEANECK, NEW JERSEY

Fairleigh Dickinson University is an independent, nonsectarian, coeducational institution offering undergraduate, graduate, and professional degree programs in business administration, dentistry, education, engineering, liberal arts, and sciences. Founded in 1942, the university has grown to three major campuses in northern New Jersey, a campus in England, and another on St. Croix in the U.S. Virgin Islands. The university's enrollment of more than 19,000 students is divided among full-time undergraduates, part-time undergraduates, and graduate students.

The Samuel J. Silberman College of Business Administration is located on all 3 main campuses and currently enrolls approximately 5,000 graduate students. Courses are scheduled during late afternoons, evenings, and Saturdays and are offered year round during two semesters, a winter intersession, and two summer sessions. Flexible scheduling, full- and part-time studies, and three campus locations offer convenience to working and nonworking students.

PROGRAMS OF STUDY

Located on three campuses in the New York metropolitan area, minutes from many of the nation's corporate headquarters, the university's Master of Business Administration (M.B.A.) programs are geared to advancing the administrative skills of men and women in varied business and industrial settings. The M.B.A. programs are designed for three types of individuals: managers who wish to broaden their educational base, employees who wish to enter the field of management, and students seeking a career in business administration. Theory and practice are melded in a series of courses addressing management techniques. Case studies, guest lectures by professionals in industry, and adjunct faculty with extensive expertise enhance the practicability of the course offerings. A broad selection of majors, based on a common core of knowledge, emphasizes the general and special areas of business practice and management applications.

The M.B.A. program requires between 36 and 60 credits depending on the student's undergraduate major and concentration in the M.B.A. program. Up to 15 credits of prerequisites may be waived if appropriate courses have been completed with a grade of C or better on the undergraduate level. The remaining credits consist of core courses, required courses for the major field, and the necessary number of electives to complete the total credit requirements.

The M.B.A. degree is offered in the following areas: accounting, accounting and taxation, economics, finance, industrial management, international business, management, marketing, personnel administration and industrial relations, pharmaceutical-chemical studies, and quantitative analysis.

In addition to these evening M.B.A. programs, four special weekend M.B.A. programs are offered on the Rutherford campus. The M.B.A. in management programs (for executives; bank managers; data processing professionals; and scientists, engineers, and technical managers) are designed for professionals in these fields with five to seven years' experience, depending on the specialization. Courses are given in five-week modules of one Friday afternoon and four Saturdays or five Saturdays, depending on the program. Students go through the program as an integrated group, beginning in September or February, completing three module courses each semester.

The College of Business Administration also offers a Master in Public Administration and a Master of Arts in economics.

ADMISSION

Students may apply for full- or part-time studies; applications are accepted for the fall, spring, and summer sessions. Applications should be sent to the campus of choice and will be reviewed on a rolling basis.

Applicants for matriculation must file a graduate studies application and nonrefundable application fee; credentials for all postsecondary-school academic work, including an official transcript from an accredited institution of higher learning through the baccalaureate degree; and official score reports from the Graduate Management Admission Test. Letters of recommendation may be required.

EXPENSES

Tuition is charged on a per-credit basis; the tuition rate for graduate courses during the 1980-81 academic year was $133 per credit hour. For the weekend M.B.A. in management programs, there is a flat fee.

CORRESPONDENCE

For further information, please write or call

Graduate Admissions Office
Fairleigh Dickinson University
Florham-Madison Campus
Madison, New Jersey 07940
Telephone: 201-377-4700

Graduate Admissions Office
Fairleigh Dickinson University
Rutherford Campus
Rutherford, New Jersey 07070
Telephone: 201-933-5000

Graduate Admissions Office
Fairleigh Dickinson University
Teaneck-Hackensack Campus
1000 River Road
Teaneck, New Jersey 07666
Telephone: 201-692-2000

FLORIDA ATLANTIC UNIVERSITY

BOCA RATON, FLORIDA

Florida Atlantic University is located in the heart of the most rapidly growing area in Florida and the nation. Once a resort city for millionaires, Boca Raton is becoming a thriving city with well-planned industrial development, mostly of a research-oriented nature. Within an hour's drive are West Palm Beach, Fort Lauderdale, and Miami with their varied commercial, recreational, and cultural activities.

The university was established in the fall of 1964. It was the first upper-division and graduate university to be established in the nation and has served as a model for additional universities in the State University System in Florida and for new schools in other states.

The undergraduate and graduate business programs are fully accredited by the American Assembly of Collegiate Schools of Business (AACSB). The college currently enrolls 2,066 undergraduate and 650 graduate students. The faculty is distinguished for its research endeavors, participation in professional organizations, and community service.

PROGRAMS OF STUDY

The Master of Business Administration (M.B.A.) program is designed to provide general competence for students whose primary interest is preparation for managerial careers in business or to provide accounting students with the optional fifth-year Florida C.P.A. education requirement. The program is open to applicants who hold a baccalaureate or equivalent degree in any discipline from an accredited college or university. Students who do not have undergraduate degrees in business are required to complete undergraduate courses in accounting, college algebra, economics, finance, management, marketing, quantitative business methods, and statistics prior to full admission to the graduate program.

The program requires the completion of 40 semester hours of graduate-level courses. These include Advanced Managerial Accounting, Research Methodology, Operations Research, Advanced Financial Management, Seminar in Administration, Organizational Behavior, Marketing Systems, Analysis of the Firm, Information Systems, Business Policy, and either 9 semester hours of electives or a thesis and elective combination. Substitutions are made for accounting students seeking the fifth-year education requirement for the Florida C.P.A. A four-hour written comprehensive examination covering business policy, finance, management, and marketing must be taken upon completion or near completion of the course work.

A student who has completed all the required undergraduate courses can complete the M.B.A. in three semesters of full-time attendance. Classes are available during the day and evening on the Boca Raton campus and during evening hours at the Broward Campus and West Palm Beach center.

The college also offers a Master of Applied Science degree program in computer systems and a Master of Public Administration program. Each program requires one year of full-time course work for the student entering with all prerequisite requirements met.

ADMISSION

Applications for admission may be made at any time; the program may be started in September, January, or May. Completed applications should be received one month prior to the desired entrance date. Applicants to all graduate programs must submit official transcripts of previous undergraduate and graduate work. Applicants to the M.B.A. program must submit scores from the Graduate Management Admission Test (GMAT). M.P.A. and M.A.S. applicants must submit scores from the Graduate Record Examinations. Foreign applicants are required to submit scores on the Test of English as a Foreign Language (TOEFL).

Minimum admission requirements include a B average in the last two years of work on the undergraduate degree and a score of 450 on the GMAT. However, mature work experience, trend of undergraduate grades, and other measures of high promise of success will be considered.

EXPENSES

The tuition fee for Florida residents is approximately $33 per semester hour; for nonresidents, it is approximately $93 per semester hour. Out-of-state tuition fees are waived for fellowship and assistantship holders. Residence hall rent is $382.50 per semester, subject to change. There is no on-campus housing for married students, but there are many apartment buildings in Boca Raton and nearby communities. Several meal plans are available in the main cafeteria at varying prices.

FINANCIAL ASSISTANCE

A limited number of fellowships and assistantships are available. Tuition waivers and waivers for the out-of-state portion of fees are also available. The university participates in a wide variety of loan programs. Applications can be obtained from the Office of Student Financial Aid, Florida Atlantic University, Boca Raton, Florida 33431.

PLACEMENT

The university maintains a placement office which is visited by several hundred business and government employers each year. The college also acts as a referral center for requests from prospective employers.

CORRESPONDENCE

For further information concerning the master's programs, please write or call

Director of Student Services
College of Business and Public Administration
Florida Atlantic University
Boca Raton, Florida 33431
Telephone: 305-395-5100, extension 2851

FLORIDA INTERNATIONAL UNIVERSITY

MIAMI, FLORIDA

Established in 1972, Florida International University's School of Business and Organizational Sciences offers graduate programs designed to provide the student with advanced professional education for managerial careers in business and government. Currently, the university has two campus locations. The main campus, Tamiami, is located 10 miles west of downtown Miami on the Tamiami Trail. The Bay Vista campus (formerly called North Miami campus) is located on a 106-acre site in North Dade County on Biscayne Bay. Florida International, a member institution of the State University System of Florida, is an accredited member of the Southern Association of Colleges and Schools.

Approximately 500 admitted students are enrolled in the graduate programs of the school. Florida International attracts students from all parts of the nation and many foreign countries.

PROGRAMS OF STUDY

The School of Business offers three master's degree programs: Master of Business Administration (M.B.A.), Master of Science in Management (M.S.M.), and Master of International Business (M.I.B.). The objective of the M.B.A. program (36 semester hours plus prerequisites) is to provide the student with a general background in the concepts and processes of administration. The program is oriented toward the private sector. The M.I.B. program, also 36 semester hours plus prerequisites, is designed to prepare individuals for successful careers in the international field, either working abroad or at home for multinational corporations. The Master of Science in Management program provides an in-depth educational experience for the student desiring greater specialization in a particular area. Concentrations are available in the following areas: accounting, finance, real estate, and management information systems. The length of the M.S.M. program depends upon the selected concentration and the applicability of the student's undergraduate courses. There is no thesis requirement in the M.B.A., M.I.B., or M.S.M. programs.

The school operates on the semester system, and the student may begin in August, January, or May. Students must meet the admission standards prior to registration. All of the graduate programs are designed for the part-time evening student.

ADMISSION

Undergraduate preparation in business or economics is not required for admission to the M.B.A., M.I.B., or M.S.M. programs. To be eligible for admission, the applicant must hold a baccalaureate degree from a regionally accredited college or university. Additionally, admission to the programs will be based upon a combination of the score on the Graduate Management Admission Test (GMAT) and the upper-division grade-point average (GPA). Specifically, the applicant must have a combined score of at least 1000 points, computed as follows: GPA × 200 + GMAT score = 1000 with a minimum of 500 on the GMAT (minimum of 530 on the GMAT is needed for the master's in management information systems). Decisions on admission to the program will not be made until the applicant's GMAT scores, official transcripts, and the application for graduate admission have been received and evaluated. (All students must take the GMAT.)

Foreign students whose native language is not English will be required to establish proficiency in English. Proficiency may be verified by a minimum score of 500 on the Test of English as a Foreign Language. Foreign students should direct their admission inquiries to the Office of International Admission.

EXPENSES

The application fee (one-time charge, nonrefundable) is $15. Tuition fees for graduate work are $22 per quarter hour for Florida residents and $62 per quarter hour for non-Florida residents. Florida International does not provide on-campus housing but does assist students in locating housing. For a list of available housing, one should contact the Division of Student Services.

FINANCIAL ASSISTANCE

In order to qualify for aid, a student must be fully admitted to the graduate program. Further information may be obtained from the Office of Financial Aid.

PLACEMENT

The Career Planning and Placement Department is the focal point of career planning and related programs for students and alumni. These programs are intended to help a student develop his or her career objectives, to assist individuals in locating the most advanced positions for which they are qualified, and to provide alumni with the opportunity to audit their career effectiveness and make critical career decisions. Career planning and placement services include one-to-one counseling, group guidance in the form of workshops, on-campus recruiting of students by employers, a career information library, and assistance to students in developing personal and professional data to be presented to employers.

CORRESPONDENCE

For further information, please write to
Graduate Coordinator
School of Business and Organizational Services
Florida International University
Tamiami Trail
Miami, Florida 33199

Applications for admission, catalogs, and test application packets may be requested from
The Office of Admissions and Records
Primera Casa Rm. 130
Florida International University
Tamiami Trail
Miami, Florida 33199
Telephone: 305-552-2311

FORDHAM UNIVERSITY AT LINCOLN CENTER

NEW YORK, NEW YORK

The Graduate School of Business Administration was established by Fordham in 1969 after a half-century of providing undergraduate business education for young men and women. The school is located in the Lowenstein Center on the Lincoln Center campus in Mid-Manhattan. The academic year consists of three terms and extends from September through July. Most of the classes are given in the evening. Full-time students can complete the program in four terms, while students with full-time positions in industry can do so in three years by taking two courses each term. Less time is required for students with prior business courses who receive exemption from certain courses.

The Graduate School of Business Administration also offers its Master of Business Administration (M.B.A.) degree in Westchester at its graduate center, located on the campus of Marymount College in Tarrytown, New York. The Tarrytown center is a branch of Fordham University, complementing the Rose Hill and Lincoln Center campuses.

Classes at Tarrytown are taught by the faculty of the Graduate School of Business Administration and are scheduled for the easy commuting convenience of residents of and professionals working in Westchester, Putnam, Rockland, and Dutchess counties in New York, northern New Jersey, and southern Connecticut.

PROGRAMS OF STUDY

Two programs are offered that lead to the M.B.A. degree: a program in business management and a program in professional accounting. In each case the program consists of three parts:

- a common body of knowledge (core courses) essential for managers of business firms and other organizations,
- a series of courses in various functional areas of business (concentrations) that enable the development of expertise in an area of interest to the student,
- a series of courses from which students select according to their interests (electives). These courses provide breadth to the program and enable students to supplement the core and concentration with courses consistent with career objectives.

The program consists of 60 graduate credits (66 graduate credits for the M.B.A. in professional accounting), including 2 courses for students who need further proficiency in mathematics and the use of the computer. Exemptions may be granted against core requirements for a limited number of undergraduate and graduate courses taken elsewhere.

Concentrations are offered in accounting, finance, management, marketing, and quantitative methods. In addition, several courses in international business are offered to supplement functional concentrations.

ADMISSION

Requirements for admission are as follows:

- possession of a baccalaureate degree from an accredited institution;
- scores on the Graduate Management Admission Test (GMAT);
- the capacity and the interest to pursue demanding and sustained graduate-level studies as evidenced by previous academic record and scores on the GMAT, by professional and other business experience, by reports of performance and potential supplied by references, and by an interview when required.

EXPENSES

Tuition is $140 per credit or $420 for a three-credit course. All charges for tuition and fees are subject to change without notice by the university's Board of Trustees.

FINANCIAL ASSISTANCE

Students may avail themselves of the New York State Student Loan Agency through the university's Office of Financial Aid. Under its guidelines, graduate students may receive up to $5,000 per academic year. Part-time graduate students may receive up to $2,500 per academic year.

PLACEMENT

The university's Career Planning and Placement Office provides a placement service to students who wish to obtain career employment.

CORRESPONDENCE

For further information, write or call

Office of Admissions
Graduate School of Business
Fordham University at Lincoln Center
New York, New York 10023
Telephone: 212-841-5432

GANNON UNIVERSITY

ERIE, PENNSYLVANIA

Gannon University is a privately endowed, coeducational institution located in Erie, Pennsylvania. It has an enrollment of 3,500 students, 700 of whom are enrolled in graduate study. The graduate program leading to the Master of Business Administration (M.B.A.) degree has an enrollment of 600 students. In addition to full-time students, the M.B.A. program enrollment includes management personnel from a large number of business and industrial establishments in the Erie metropolitan area.

PROGRAM OF STUDY

The graduate program in business administration is designed to provide advanced studies for the prospective or practicing manager who wishes to continue his preparation for responsible and effective participation in the management profession.

More specifically, the objectives of the program are

- to provide advanced studies in, and an understanding of, the quantitative and behavioral foundations of modern approaches to the management of both small- and large-scale organizations;
- to provide educational experiences that will lead to the development of an understanding of the functional areas of management;
- to provide educational experience in the process of analysis, research, and decision making which will lead to the development of the capabilities that are required in the effective performance of the primary functions of the manager in formulating and implementing solutions to management problems;
- to develop the graduate student's capacity for independent study and continued professional growth;
- to develop the graduate student's professional attitudes as a responsible member of the management community;
- to provide the student with opportunities to evaluate the responsibilities of the management profession in the light of personal and social values.

Forty-eight semester hour credits of course work are required, including 18 hours of course work in foundations of management, which may be waived on the basis of challenge examinations, 21 hours of course work in the management sciences, 6 credits of elective course work, and a capstone course, Cases in Business Policy.

ADMISSION

The basic requirements for admission are a bachelor's degree from an accredited college or university, an undergraduate record which indicates that the applicant possesses the ability to pursue graduate study in business administration successfully, and satisfactory scores on the Graduate Management Admission Test. No previous college study in business is required. The M.B.A. program is designed to serve the needs of graduates of liberal arts, science, and engineering programs as well as business and economics graduates. Students may enter the program at the start of the fall, spring, or summer sessions.

EXPENSES

The tuition fee is $95 per credit hour. Board and room, available in college dormitories and dining facilities, ranges from $1,220 to $1,260 per year. Apartments and rooms in college-approved accommodations are available near the campus.

FINANCIAL ASSISTANCE

Full-time students may be eligible for National Direct Student Loans and Work-Study Program grants. Opportunities for full- and part-time employment in the Erie area are available to graduate students.

PLACEMENT

The graduate program in business administration cooperates with the Placement Office of Gannon University to assist graduates in obtaining suitable positions with the regional and national business and industrial organizations that visit the college to conduct interviews.

CORRESPONDENCE

Prospective applicants may write
Director of the M.B.A. Program
Gannon University
Erie, Pennsylvania 16541
Telephone: 814-871-7000

School of Business Administration

GEORGE MASON UNIVERSITY

FAIRFAX, VIRGINIA

Created first as a two-year college in 1957 and expanded to four-year status in 1966, George Mason remained affiliated with the University of Virginia until separation from its parent university in March 1972. It is the state-supported regional university for northern Virginia. It offers a wide range of undergraduate and graduate degree programs, including doctoral programs, to over 12,000 students at 3 locations.

The School of Business Administration relocated on the main campus during the summer of 1980. The main campus is located just south of Fairfax City on Route 123 and University Drive.

Fairfax City is the geographical as well as academic and intellectual center of the thriving northern Virginia suburban area immediately southwest of Washington, D.C. The government-industrial complex of the surrounding Washington metropolitan area imposes increasing demands for administrative talent and supports the Master of Business Administration (M.B.A.) program. The city's location between the Shenandoah and Potomac Rivers and metropolitan Washington supplies an exciting combination of cultural and recreational opportunities. Easily accessible activities range from professional football and tennis to amateur canoeing, running, and backpacking. Cultural attractions are numerous. The Kennedy Center for the Performing Arts, the National Gallery, and the Smithsonian Institution are only 16 miles away.

Students have access to computer facilities on the George Mason campus and also by links to facilities on other campuses of the Virginia state system. The library facilities that are accessible to students include diverse specialized collections at the nearby Library of Congress, the National Archives, and other libraries located in the Washington metropolitan area, as well as the libraries of George Mason University.

PROGRAM OF STUDY

The M.B.A. program is designed to meet the growing need for the professional development of men and women as administrative decision makers. Its purpose is to provide a broad integrated understanding of executive responsibilities and problems to promote self-development of administrative skills. It also provides a suitable foundation for doctoral work for students planning careers in teaching or research.

The M.B.A. program consists of 36 semester hours of course work. However, if the applicant's undergraduate preparation is in a nonbusiness major, up to 24 semester hours of foundation course work may be required as part of the program. Upon completion of 30 semester hours of graduate course work, students may elect to undertake either a 6-semester-hour thesis or a 3-semester-hour course in business research plus an additional elective course. The program includes 21 semester hours of core courses. Fifteen of these (all except business policy and the seminar in business research) are to be completed early in the program.

All classes in the M.B.A. program are held in the late afternoon or evening. The program may be completed in three semesters by students who have completed the foundation preparation in business administration prior to admission. The average duration of a part-time program is about three years.

Over 400 students in the M.B.A. program make up a diverse group within which the individual may comfortably progress at his or her own pace. Eighty percent of this group consists of part-time students. Most of the students are employed with business or government organizations in the Washington area, bringing a stimulating diversity to the academic and social atmosphere.

ADMISSION

The university welcomes applications from men and women who have earned a bachelor's degree from an accredited institution. Admission is competitive. The Admission Committee considers grades in prior academic course work, performance on the Graduate Management Admission Test (GMAT), and recommendations from professors with whom the applicant has studied or from others directly familiar with the applicant's professional qualifications. Work experience is considered in the admission process. Application deadlines are June 1 for the fall semester, November 1 for the spring semester, and March 1 for the summer session.

EXPENSES

Tuition for Virginia residents is $37 per credit hour. Nonresident tuition is $69 per credit hour.

Limited on-campus housing is available for single students. In addition to educational fees, reasonable expenses for off-campus housing, food, and entertainment range from $6,000 to $8,000 a year per student.

FINANCIAL ASSISTANCE

The university has a limited amount of financial aid available. This assistance, which is administered by the Office of Financial Aid, consists of scholarships, grants, loans, and employment, Financial aid awards are based primarily upon scholarship. The suggested submisson date for financial aid applications is May 1 for the following academic year.

The School of Business Administration also has a modest number of graduate assistantships available each year. These assistantships are restricted to degree-seeking students. Further information concerning assistantships can be obtained from the Assistant Dean of the Graduate Program in the School of Business Administration.

CORRESPONDENCE

For further information or to request an application for admission, please write or call

Graduate Admissions Office
The Graduate School
George Mason University
Fairfax, Virginia 22030
Telephone: 703-323-2104

or

Assistant Dean, Graduate Program
School of Business Administration
George Mason University
Fairfax, Virginia 22030
Telephone: 703-323-2765

School of Government and Business Administration

THE GEORGE WASHINGTON UNIVERSITY

WASHINGTON, D.C.

The location of The George Washington University provides an ideal setting for study and research in administration. A recent publication of the Library of Congress shows over 300 library and reference facilities in the Washington metropolitan area. Students attending the university also have unique opportunities for interchange of ideas with experts from business, the government, and various national and international organizations.

The student body is truly heterogeneous, comprised of members from a variety of academic and professional preparations. The wide range of age and experience represented in the classroom provides a setting for interaction directed toward meshing theory and practice. Students may attend classes on either a full- or part-time basis, and graduate classes are scheduled for both day and evening. There are 2,250 men and women enrolled in the master's programs and 180 in the doctoral programs.

PROGRAMS OF STUDY

The School of Government and Business Administration is dedicated to academic excellence through the study, teaching, and research of management and policy in the public and private sectors, both within the United States and internationally. The School practices a multi-disciplinary approach with flexibility in educational programming in the belief that such is essential to dealing with the complexities of today's organizational society. The School offers preparation of both the generalist and the specialist for professional careers, and seeks to improve the quality and character of the individual as citizen, professional, and scholar as well.

The Master of Business Administration (M.B.A.) program provides a depth of understanding in one field of instruction and a broad exposure to subjects and issues at the general management level. Fields of instruction are offered in the areas of accounting, business, economics, public policy, finance, general systems theory, information systems, international business management of science and technology, marketing, quantitative analysis, personnel management, and procurement and contracting.

In addition to individual course examinations, certain fields of study require that a candidate pass a general written master's comprehensive examination. A thesis embodying the results of independent study of an important problem in the major area of interest is optional.

A complete M.B.A. program consists of 60 semester hours for students with no previous background in business administration or related fields. Students who do have undergraduate backgrounds in either business or accounting may complete the M.B.A. program by taking the minimum requirement of 33 semester hours. The M.P.A. has a 42-semester-hour minimum requirement.

The traditional doctoral program prepares the candidate for teaching and research. Although the fulfillment of these requirements is essential, an exclusive orientation to these objectives no longer satisfies other pressing needs. Thus, the D.B.A./D.P.A. program has been designed to prepare graduates to conduct independent research, teach at the college level, and hold positions of major responsibility in industry and government.

An applicant for doctoral study should have a master's degree in a relevant field. Before reaching candidacy, a student must demonstrate his capacity for creative scholarship by passing qualifying examinations. Each program is individually arranged within the context of the student's background and career objectives. A dissertation is required as evidence of ability to perform scholarly research and to interpret and present its results.

ADMISSION

Candidates for graduate degrees offered through the School of Government and Business Administration must hold baccalaureate degrees from regionally accredited undergraduate institutions. A 2.5 (out of a possible 4.0) undergraduate average is normally required for admission. Applicants to the doctoral-degree program should have attained at least a 3.5 graduate average. Doctoral applicants are also required to have three letters of recommendation sent on their behalf by university faculty members under whom they have studied. Scores on the Graduate Management Admission Test (GMAT) must be submitted by all applicants.

Deadlines for receiving applications and supporting credentials are May 1 for the fall semester, November 1 for the spring semester, April 1 for the summer sessions. However, because of limited class size, applicants are advised to complete their applications before the deadlines that are given above.

EXPENSES

The tuition, although subject to change, is $134 per semester hour in the 1981-82 academic year. Each graduate course is three semester hours. A deferred payment plan is available. The university provides limited dormitory space for single graduate students.

FINANCIAL ASSISTANCE

The university makes every effort to provide financial assistance to highly qualified full-time candidates who would otherwise be unable to pursue their educational goals. A limited number of graduate teaching assistantships and fellowships are available. Some loans are also provided to help meet tuition and living expenses. A booklet containing information about financial aid programs may be obtained by writing to the Office of Student Financial Aid.

PLACEMENT

A placement office is maintained for all students and graduates of the university. Recruiters from hundreds of industrial and governmental concerns visit the campus each year. Many faculty members maintain a close relationship with the business community, and the placement program benefits from this relationship.

CORRESPONDENCE

For information or to request an application for admission, please write or call

Admissions Officer
School of Government and Business Administration
The George Washington University
Washington, D.C. 20052
Telephone: 202-676-6584

GEORGE WILLIAMS COLLEGE

DOWNERS GROVE, ILLINOIS

George Williams College is a privately endowed, coeducational institution in Downers Grove, Illinois. Set on a 200-acre wooded campus near the cultural opportunities of Chicago, the college has an enrollment of 1,800 students, 500 of whom are enrolled in graduate study. The graduate program leading to the Master of Business Administration (M.B.A.) or Master of Science in Administration and Organizational Behavior has an enrollment of 130. Students studying in the evening and weekend program include management personnel from a large number of business, industrial, and hospital organizations in the Chicago metropolitan area, as well as full-time students.

PROGRAMS OF STUDY

The M.B.A. and Master of Science program in Administration and Organizational Behavior is a competency-based curriculum, designed to develop professional managers, administrators, and consultants who can use the tools of research and knowledge in managing organizations capable of effective action in today's society. The program provides a foundation in basic areas of management knowledge and skills, but the major focus of the department is on the management of human resources in administration and organizational improvement.

The Master of Business Administration degree requires the completion of a 32 credit management core, plus advanced work in one of three concentrations: organizational behavior, institutional management, or human resource development. The M.B.A. core consists of: principles of administration, management process, marketing, economic policy, management decision making, finance, management policy, and accounting.

Students in the M.B.A. program can choose a concentration in one of three tracks:

- The management/organizational behavior track emphasizes developing basic line management skills and knowledge with advanced work in organizational behavior. This track is most appropriate for students preparing for management positions.
- The institutional management track emphasizes developing basic management skills and knowledge within community or social service agencies. This track combines courses in management skills and knowledge with courses in social work, counseling psychology, health education, etc., and is most appropriate for students preparing for administration in social services and community organizations.
- The human resources development track emphasizes developing skills and knowledge in the personnel function. This track concentrates on areas such as manpower planning and development, training and development, human resources management, etc., and is most appropriate for students preparing for work in personnel management.

The Master of Science degree offers a more specialized behavioral curriculum in each of the three above tracks as well as in organization development:

- The organizational development track emphasizes developing group facilitation, consultation and organizational systems, intervention skills, and knowledge. This track concentrates on such areas as group dynamics, conflict management, organizational assessments, etc., and is most appropriate for students preparing for work as internal or external consultants.

The program also offers experiences in action-oriented management and organizational research characterized by extensive student-faculty collaboration on applied research and professional publishing.

Management internships are also available, geared to the individual student's level of experience.

ADMISSION

The basic requirements for admission include a bachelor's degree from an accredited college or university. Additional requirements include a completed application, four letters of recommendation, an official transcript, and an interview with departmental faculty.

EXPENSES

The tuition fee is $107 per credit hour or $4,092 per year for full-time students. Dormitory and married student apartments are available on campus.

FINANCIAL ASSISTANCE

Full-time students may be eligible for several scholarships, grants, and work-study programs.

CORRESPONDENCE

Prospective applicants may contact
Dr. Peter F. Sorensen, Jr.
Director, Graduate Studies
Administration and Organizational Behavior
George Williams College
555 - 31st Street
Downers Grove, Illinois 60515
Telephone: 312-964-3100, extension 386

School of Business Administration

GEORGETOWN UNIVERSITY

WASHINGTON, D.C.

The Georgetown University campus is located in the heart of the historic Georgetown area of Washington, D.C., only minutes from the White House and Capitol Hill. This unique location combined with the university's gifted faculty and excellent facilities creates an unsurpassed educational opportunity.

Georgetown University is the oldest Catholic church-related institution of higher learning in the United States. In 1787, John Carroll, the university's founder, began collecting funds for an academy at "George Town on the Patowmack, Maryland." Construction of the first building began in 1789, the same year in which John Carroll became the first Catholic bishop in the United States.

On March 1, 1815, an Act of Congress granted the university the power of conferring degrees, and in 1844 the Congress formally incorporated the institution. Georgetown granted its first graduate degree in 1821 and its first doctoral degree in 1897.

From its inception Georgetown has striven to provide its students with not only the means for intellectual growth, but also for cultural, social, emotional, and physical growth as well, thereby enabling its students to become self-reliant, self-evaluative members of society. This special concern for the individual student is an integral part of the educational program at Georgetown.

PROGRAMS OF STUDY

Georgetown offers a Master of Science in Accounting (M.S.A.) and a Master of Business Administration (M.B.A.) degree program.

The M.S.A. degree program is designed for liberal arts graduates who are interested in beginning a professional accounting career. No prior education in business is required to enter the M.S.A. program, and the degree may be completed in 12 months as a full-time student or in 27 months on a part-time basis. The total program consists of 42 semester hours. Full-time students take eight three-credit courses during the fall and spring semester and six courses during the 17-week summer session. Part-time students take two courses each semester year round. Most graduates of the program immediately enter the field of public accounting. The program provides the accounting courses necessary to take the C.P.A. examination in most states.

The M.B.A. program is a 48-credit-hour, full-time, non-thesis program which admits full-time students only. The program builds upon Georgetown's long tradition of expertise in international affairs and public management and provides a rigorous theory-based education with an emphasis upon improving analytical skills and thinking processes. In addition, the program has a heavy emphasis on the improvement of communication skills and on ethical and environmental factors in administration. Like the M.S.A. program, the M.B.A. program is specifically designed to introduce the nonbusiness graduate to the business profession.

ADMISSION

Both the M.S.A. and the M.B.A. have similar admission criteria. It is anticipated that entrants to both programs will hold degrees in nonbusiness areas from accredited undergraduate institutions. All applicants must take the GMAT to be considered for admission. Admission decisions are based upon the applicant's undergraduate record, GMAT scores, recommendations from undergraduate professors and/or employers, and motivation for graduate study.

The deadline for application is April 15, but applicants are encouraged to file earlier if possible. Notice of admission decisions will be made no later than June 1.

Georgetown University admits qualified students of any age, sex, race, color, national and ethnic origin to all the rights, privileges, programs, and activities generally accorded or made available to students at the school. It does not discriminate on the basis of age, sex, race, handicap, color, or national and ethnic origin in administration of its educational and admission policies, scholarship and loan programs, and athletic or other school programs.

Address inquiries regarding Affirmative Action/Equal Opportunity to Director, Affirmative Action Programs, 3800 Reservoir Road, N.W., Room 316 Kober-Cogan, Georgetown University, Washington, D.C. 20057, 202-625-4717. Georgetown University is also an Affirmative Action/Equal Opportunity Employer.

EXPENSES

Tuition for both graduate programs is $195 per credit hour for the 1980-81 academic year and may be expected to increase in the future. The majority of available financial aid is in the form of loans and jobs.

FINANCIAL ASSISTANCE

Financial assistance is available through scholarships, long-term loans, and on-campus employment through the college work-study program. Financial aid is allocated on the basis of need, using data provided by the Graduate and Professional School Financial Aid Service (GAPSFAS). Some limited financial aid which is not need based is also available. Further information and application forms for financial aid may be obtained by writing directly to Director of Financial Aid, Georgetown University, The Graduate School, Washington, D.C. 20057.

PLACEMENT

The school has an active center for career counseling and placement, and a substantial number of national and regional firms recruit at the school.

CORRESPONDENCE

For applications or information, please contact

Associate Dean for Graduate Programs
School of Business Administration
Georgetown University
Washington, D.C. 20057

GEORGIA COLLEGE

MILLEDGEVILLE, GEORGIA

The home of Georgia College is on the fall line of the Oconee River, less than a dozen miles from the geographic center of Georgia. It is approximately 100 miles from Augusta, Atlanta, Albany, and Columbus, and 30 miles from Macon. The town, which has a population of over 18,000, is placed in an immediate setting of natural beauty, long known as a center of history and culture.

Milledgeville was laid out in 1803 and in the following years was designated as the capital of Georgia, remaining the seat of government until 1868. Its physical layout and the arrangement of public buildings coincided in point of time with the organization of Washington, D.C., and the town is somewhat reminiscent of the nation's capital during the early part of the 19th century.

In January 1967 the Board of Regents of the University System of Georgia authorized The Women's College of Georgia to admit men students in the 1967-68 fiscal year, to expand its curriculum and physical facilities, and to provide residence halls for men. Nondormitory men students were admitted, however, to regular undergraduate classes for the first time in the spring quarter, 1967. The new name, Georgia College at Milledgeville, was adopted by the Board later in March 1967. In October 1971 the Board of Regents changed the name to Georgia College.

A graduate program was initiated in the summer of 1958, and the first Master of Education was granted in 1959. The first courses in the Master of Business Administration (M.B.A.) degree program were offered in the winter quarter of 1969. In the 1976-77 academic year 103 graduate business degrees were awarded.

Since January 1932, the college has operated as a unit of the University System of Georgia under one Chancellor and a Board of Regents. The newly designated School of Business was established September 15, 1977.

PROGRAMS OF STUDY

The School of Business offers graduate studies leading to the Master of Business Administration degree and the Master of Science in Administration (M.S.A.) degree in four fields of concentration: management, public administration, social administration, and home economics administration.

The two degree programs are designed to prepare graduates to compete successfully in the domain of private and public enterprise. The programs encourage the intellectual leadership and general development of the graduate student in the selected area of study.

The basic M.B.A. program consists of 60 quarter hours of graduate work for the student with a background in management. Other students have individually prepared programs which require more than 60 quarter hours for completion.

The M.S.A. program consists of 25 quarter hours in administration and 35 quarter hours in the field of concentration. All M.S.A. students complete a total of 60 quarter hours for the degree.

The programs are offered primarily in the evening, and the typical student will require six quarters for completion of either degree. Part-time students are enrolled in the program for longer periods of time.

The M.S.A. degree is offered off campus at Robins Air Force Base, Warner Robins, Georgia, where students may elect either the management or public administration field of concentration.

The M.B.A. degree is offered in Macon on a 50/50 basis. One-half of the degree is offered in downtown Macon, and the other half may be completed at the main campus or at the Robins Graduate Center, Warner Robins, Georgia.

ADMISSION

Entrance into either the M.B.A. or M.S.A. program is open to all qualified students who show promise of success in graduate business study. Admission is based on the applicant's previous academic record, work experience, and related information.

The applicant is required to furnish an acceptable score on the Graduate Management Admission Test (GMAT). In certain specialized areas of the M.S.A. program other recognized graduate admission test scores are acceptable.

All materials must be complete prior to admission to courses.

EXPENSES

Full-time students who are Georgia residents pay a matriculation fee of $12 per quarter hour plus health and activity fees. Out-of-state residents, off-campus courses, and contract courses are charged an additional fee based on the specific rate applicable in the specific domain. The college comptroller will furnish the rate in the applicable area. Room and board vary from $240 to $300 depending on options selected. All expenses are based on a quarterly rate. Active-duty military personnel and their dependents pay in-state rates.

FINANCIAL ASSISTANCE

Financial aid is available for qualified students. Interested applicants should write to the Director of Financial Aid at Georgia College.

PLACEMENT

Georgia College maintains a full-time Director of Placement. Students may use the placement services without charge.

CORRESPONDENCE

For further information, please write or call

Dr. Bruce C. Brumfield
School of Business
Georgia College
Box 577
Milledgeville, Georgia 31061
Telephone: 912-453-5115 or 912-926-3965

GEORGIA INSTITUTE OF TECHNOLOGY

ATLANTA, GEORGIA

The Georgia Institute of Technology was created by the General Assembly in 1885 to bring technological education and training to Georgia and the Southeast. Currently, the student body of 11,000 represents every state and 60 foreign countries in a metropolitan, coeducational academic community. The Engineering, Architecture, Management, and Sciences and Liberal Studies Colleges of Georgia Tech regularly enroll the nation's highest per capita number of National Merit and National Achievement scholars for a public school.

The Graduate Management Program of the College of Management awards a Master of Science in Industrial Management (M.S.I.M.) and the Doctor of Philosophy in Industrial Management degrees.

PROGRAM OF STUDY

The Master of Science in Industrial Management program is specially designed to develop technical skills and analytical abilities for management. This emphasis is calculated to meet the demands of business' most difficult contemporary problems, the management of technical/economic projects and solution of highly complex problems in every administrative area. The applicability of quantitative/analytical skills is virtually limitless, as the excellent placement record of holders of M.S.I.M. degrees attests.

The curriculum of the M.S.I.M. includes a very broad core and a generous body of electives. These two features allow students with good analytical ability from any undergraduate major to enter the program and, within two years, to acquire a thorough knowledge of business entities and functions, plus a concentration in one of nine areas: economics, accounting, finance, general management, human resource management, industrial relations, management science, marketing, or production and operations management. The only prerequisites to the program are one-variable calculus and linear algebra. (An intensive math refresher course is taught just prior to fall quarter.)

Dual degree programs with any other graduate program on campus may be designed, and elective concentrations in industrial and systems engineering, information and computer science, math, and engineering are common with the M.S.I.M. degree.

ADMISSION

Applicants must possess an accredited bachelor's degree and must submit transcripts of all previous college work, Graduate Management Admission Test (GMAT) scores, three letters of evaluation, and an autobiographical sketch. No cut-off scores are used in evaluating applications. Facility in basic calculus and linear algebra must be in evidence. High analytical ability is sought. For applicants with substantial work experience, the employment record becomes a major consideration.

EXPENSES

Tuition and fees for 1980 were $291.50 and $841.50 per quarter for state residents and nonresidents, respectively. Dormitories and meal plans are available.

FINANCIAL ASSISTANCE

Scholarships, assistantships, work-study, and out-of-state tuition waivers are available. Ph.D. stipends are $7,500 plus an out-of-state fee waiver. The maximum M.S.I.M. fellowship equals $5,000 plus all fees and tuition. Assistantships are $3,000 for 9 months plus waiver of out-of-state fees.

A minority fellowship program is available to Georgia residents. An extensive and liberal loan program is available to U.S. citizens who demonstrate need. In 1980, 50 percent of the class received financial aid. Most financial aid programs have a February 15 deadline.

PLACEMENT

The placement services of the Institute and the Georgia Tech Alumni Association are rated as some of the most outstanding in the country. The college keeps in contact with its M.S.I.M. alumni, working especially with those who could hire graduates. In addition, the local industrial contacts of the college are kept aware of graduates who wish employment in the Greater Atlanta area. The Graduate Management Program produces a resume book of its graduates and sends it to the major M.B.A. employers throughout the United States. During a recent academic year over 600 different companies conducted interviews through the Placement Center and many others interviewed through the management school. In the last three years, the majority of Georgia Tech graduates have been placed in major metropolitan areas. The median salary offer for the class of 1980 was over $22,500.

CORRESPONDENCE

For further information or to request an application for admission, please write or call

Director of Admissions
M.S.I.M. Program
College of Management
Georgia Institute of Technology
Atlanta, Georgia 30332
Telephone: 404-894-2604

GEORGIA SOUTHERN COLLEGE

STATESBORO, GEORGIA

A graduate program leading to a master's degree was initiated at Georgia Southern College in 1958. The Master of Business Administration (M.B.A.) was approved for Georgia Southern College by the Board of Regents of the University System of Georgia in 1968. The Graduate School was formally organized in 1969.

The School of Business of Georgia Southern College offers instruction leading to the M.B.A. degree. Georgia Southern College, located in Statesboro, is a coeducational unit of the University System of Georgia.

PROGRAM OF STUDY

A student admitted to the Graduate School as a prospective candidate for the degree of Master of Business Administration must present evidence of satisfactory completion of courses equivalent in content to the following: principles of accounting, principles of economics, business finance, principles of management, principles of marketing, introduction to data processing, business statistics, and quantitative methods. A student whose undergraduate program did not include the above courses will be expected to enroll in these courses for undergraduate credit or remove the deficiencies by examination, as outlined in the general catalog of the college. This requirement must be met before proceeding to advanced graduate work.

The Coordinator of Graduate Studies in Business will name the major professor who, in conference with the graduate student, will develop a program of study which will include 40 quarter hours in graduate courses termed "core requirements" and an additional 15 hours from graduate offerings. The core requirements are the following courses:

Bus. Admin. 971 Organizational Behavior and Management,
Bus. Admin. 972 Marketing Seminar,
Bus. Admin. 973 Financial Problems,
Bus. Admin. 974 Accounting for Management,
Bus. Admin. 975 Business Policy,
Bus. Admin. 976 Microeconomic Problems and Applications,
Bus. Admin. 977 Macroeconomic Problems and Applications,
Bus. Admin. 978 Managerial Quantitative Analysis.

A terminal oral examination, to be scheduled at least two weeks prior to graduation, is required of all candidates for the degree of Master of Business Administration. The final examination will be conducted by a committee consisting of the major professor as chairman and other members of the graduate faculty in the discipline appointed upon the recommendation of the major professor. The candidate is expected to demonstrate a competency to discuss basic facts, justify interpretations, and defend opinions. The candidate's performance on the oral examination is reported as "pass with distinction," "pass," or "fail."

The candidate is eligible to receive the degree of Master of Business Administration upon completion of all course work in the planned program and the oral examination.

ADMISSION

For unqualified admission to the Graduate School to pursue graduate work leading to the Master of Business Administration, the applicant must have completed requirements for the bachelor's degree in a college accredited by the proper regional accrediting association. The undergraduate grade record combined with satisfactory scores on the Graduate Management Admission Test (GMAT) must indicate that the applicant has the potential for successful performance in the Master of Business Administration program.

EXPENSES

Per quarter	
Matriculation fee	$178
Nonresident fee	318
Student activity fee	14
Health service fee	20
Athletic fee	12
Room rent	135-270
Apartment units	215-450
Board	100-235

The fee for the student registering for fewer than 12 hours is $15 per quarter hour.

Per quarter	
Three meals a day, seven days a week	235
Two meals a day, seven days a week	210
Two meals a day, Monday-Friday	185
One meal a day, five days a week	100

All students required to live in college-owned housing are required to purchase one of the three meal plans.

FINANCIAL ASSISTANCE

A number of qualified graduates may be given financial aid in the form of assistantships or teaching fellowships while pursuing work leading to a graduate degree. Persons holding assistantships and teaching fellowships are expected to render certain service to the college and may not register for more than 30 quarter hours of graduate work for credit during the academic year or 10 quarter hours for credit during the quarter in which the graduate appointment is held.

PLACEMENT

The college maintains a placement office which is visited yearly by recruiters representing many national, regional, and local business firms.

CORRESPONDENCE

For further information, write or call

Coordinator of Graduate Studies in Business
School of Business *or*
Graduate School
Georgia Southern College
Statesboro, Georgia 30460
Telephone: 912-681-5575 *or*
912-681-5384

GEORGIA STATE UNIVERSITY

ATLANTA, GEORGIA

Georgia State University is located in Atlanta, Georgia, only two blocks from the center of the principal downtown financial district of the metropolitan area. The College of Business Administration was the original constituent of the institution. There are more than 200 full-time members of the faculty of the school. Some 2,100 students are enrolled in the master's programs and 160 in the doctoral programs of the school. Approximately 4,600 men and women are enrolled in the undergraduate programs.

Since the university does not provide housing facilities, graduate students must make their own arrangements for suitable accommodations which are available throughout the metropolitan area.

PROGRAMS OF STUDY

The Master of Business Administration (M.B.A.) program has as its primary objective the preparation of students for careers in positions of administrative responsibility. It is also an appropriate foundation for doctoral work for those planning careers in collegiate teaching or in research.

The degree requirements for the Master of Business Administration program consist of an integrated core of courses (50 quarter hours) required of all students and an option (20 quarter hours) which may be used to select either a major or electives. These courses are concerned with the functions and the environment of the manager and with the economics of the firm and the economy.

The program of study for each of the several specialized master's degrees consists of a pattern of 12 required and elective graduate courses carrying a total of 60 quarter hours of credit (except the M.H.A. which requires 75 hours).

The Master of Decision Sciences degree program was the first decision sciences program in the country. The Master of Actuarial Science, the Master of Business Information Systems, the Master of Health Administration, the Master of Insurance, the Master of Professional Accountancy, the Master of Taxation, and the Master of Science in Real Estate and Urban Affairs are also offered. Eight nondegree certificates in Real Estate and Urban Affairs are available. A Master of Science program is being developed to offer concentration in areas not currently covered by our specialized programs.

The master's programs may be pursued on a full- or part-time basis. The courses in these programs are generally scheduled during both the day and the evening. Preparatory course work, which may be required in particular cases, does not apply as credit toward the degree.

The Doctor of Philosophy in business administration regulations require the completion of three fields of study. Two of these, economic theory and analysis and quantitative methods, are required. The major area of concentration may be selected from those listed below. Certain course work, but no examination, is required in a related area.

The major field for the Ph.D. may be chosen from the following: accounting, actuarial science, decision sciences, finance, health administration, industrial relations, information systems, insurance and risk management, international business, land economics and urban affairs, management, management information systems, and marketing and distribution management. Other requirements are the dissertation seminar examination, the dissertation, and the final oral examination. The Ph.D. in business administration also has the computer competency-foreign language requirement.

The Doctor of Philosophy in economics program requires written preliminary examinations in economic theory. The areas of study are monetary theory and policy, economic history and institutions, international trade and economic development, econometrics, labor economics and industrial relations, managerial economics, urban and regional economics, public finance, and advanced economic theory. Students must complete graduate work in economic history, mathematics for economists, advanced economic statistics, and applied economics.

Other requirements are either (1) demonstration of competence by examination or otherwise in mathematics or advanced competence in the use of computers as research tools in the formulation and solution of problems, or (2) demonstration of a reading knowledge of a foreign language appropriate to the chosen fields of study or competence in the use of an additional research tool such as theoretical mathematics, decision mathematics, or operations research. The preliminary oral examination, dissertation seminar examination, dissertation, and its oral defense are the final requirements.

ADMISSION

An accredited baccalaureate degree in the arts, sciences, engineering, or other fields, as well as in business administration or economics, may provide appropriate academic background for the graduate programs. A student who does not have prior course credit in accounting, calculus, economics, finance, information systems, management, marketing, and statistics must complete preparatory work in these areas after admission. Preparatory course requirements vary according to degree program. Qualified applicants may be admitted for any of the four quarters of the year. Applications should be submitted as far as possible in advance of the desired time of admission.

All applicants must submit transcripts of all prior collegiate credit and satisfactory scores on the Graduate Management Admission Test (GMAT). In some individual cases, other tests and an interview may be required. All these elements together must indicate to the Graduate Admissions Committee that the applicant has a favorable prospect for successful completion of his program.

FINANCIAL ASSISTANCE

Scholarships and loan sources are available in relatively modest quantity. Many part-time and other employment opportunities are available for master's level students both in the university and in nearby business firms. Graduate teaching and research assistantships are available for doctoral students.

CORRESPONDENCE

For further information, write or call
Graduate Counseling Office
College of Business Administration
Georgia State University
Atlanta, Georgia 30303
Telephone: 404-658-2606

GOLDEN GATE UNIVERSITY

SAN FRANCISCO, CALIFORNIA

Founded in 1901, and with its main campus situated in San Francisco's financial district, Golden Gate University offers day and evening programs leading to the bachelor's, master's, and doctoral degrees in management, public administration, and law. With an enrollment of 10,250, it is the third largest independent university in California. The university is accredited by the Western Association of Schools and Colleges, and its School of Law is approved by the American Bar Association and accredited by the Association of American Law Schools and the State Bar of California. The university operates on a year-round, trimester schedule.

Golden Gate University's central educational objective is the preparation of skilled professionals capable of effective managerial decision making in the context of present-day society. To help achieve this objective, the university emphasizes in its curricula the synthesis of managerial theory and practice and extensively utilizes the case method of study. For the same purpose, it includes on its faculty both full-time academics and part-time teacher-practitioners drawn from among high-level professionals in the subject areas covered. Further ties to the business and public communities are maintained through professional curricular advisory committees and through the university's Career Planning and Placement Center.

To allow for maximum interaction between students and instructors, enrollment in graduate classes is generally limited to 24 students. Discussion in graduate seminars is enriched by students who already hold responsible managerial positions and who are studying part time for advanced degrees.

Curricular programs are supported by the university's two main library facilities—the general business library and the law library. The general library is one of the country's most complete and current collections of materials in business management, accounting, taxation, public administration, transportation, international business, and related areas. The law library, in addition to a comprehensive collection of general law books, maintains special sections on taxation law and administrative decisions and regulations.

PROGRAMS OF STUDY

The graduate programs of Golden Gate University lead to M.B.A., M.P.A., M.A., M.S., M.S.P.A., and Ph.D. degrees in the following areas: accounting (M.B.A. and M.S.P.A.), arts administration (M.A.), banking (M.B.A.), finance (M.B.A.), financial planning (M.S.), health services management (M.B.A. and M.P.A.), human relations (M.A.), human resources management (M.B.A.), information systems (M.B.A.), international management (M.B.A.), management (M.B.A. and Ph.D.), marketing (M.B.A.), project and construction management (M.B.A.), public administration (M.P.A. and Ph.D.), real estate (M.B.A.), risk management and insurance (M.B.A.), taxation (M.B.A. and M.S.), telecommunications management (M.B.A.), and transportation and physical distribution management (M.B.A.).

The School of Law offers the J.D. and LL.M. (Tax) degrees, as well as joint M.B.A./J.D. degrees offered in conjunction with other graduate schools of Golden Gate University.

ADMISSION

Golden Gate University has a "rolling admissions" policy, and new students may enroll at the beginning of any one of the three annual trimesters (September, January, or May).

The minimum requirement for admission to master's degree programs is a bachelor's degree earned at a college or university accredited by the regional accrediting association, and with a grade-point average of 2.50 or higher. Applicants with grade-point averages between 2.00 and 2.49 may be conditionally admitted if their Graduate Management Admission Test (GMAT) scores indicate a likelihood that they can satisfactorily complete graduate-level work.

Official transcripts from all colleges and universities previously attended are required. Applicants must arrange to have transcripts sent directly from these institutions to the Admission Office of Golden Gate University.

The admission decision is made without regard to age, sex, race, creed, color, physical handicap, or national or ethnic origin.

EXPENSES

Tuition (1980-81) for master's-level courses, excepting tax courses, was $100 per semester unit, and for tax courses $121 per unit. Tuition rates are subject to change for the 1981-82 academic year.

FINANCIAL ASSISTANCE

The National Direct Student Loan Program, State or Federal Guaranteed Student Loan Program, Law Enforcement Education Program, emergency loans, and veterans' benefits are the major sources of financial assistance available to qualifying graduate students at Golden Gate University. The Federal College Work-Study Program and deferred payment plan for tuition are also available.

PLACEMENT

The university maintains a Career Planning and Placement Center which provides career information and job placement services to current students and alumni. Placement service is also extended to the wives and husbands of currently enrolled students.

CORRESPONDENCE

For further information or to request an application for admission, write or call

Dean of Graduate Admissions
Golden Gate University
536 Mission Street
San Francisco, California 94105
Telephone: 415-442-7272

GONZAGA UNIVERSITY

SPOKANE, WASHINGTON

Gonzaga, a Jesuit institution of higher learning, was founded in 1887. In 1921, the School of Business was opened and the Graduate School in 1931. Gonzaga is one of the 28 Jesuit colleges and universities in the United States. The Jesuits are noted for their traditional excellence in education which started over four centuries ago.

Gonzaga's graduate business programs are designed to be of maximum benefit and convenience to career men and women who wish to expand their knowledge, develop their abilities, increase their understanding of the business world, and prepare for personal advancement. All courses required for graduation are offered on a late afternoon, evening, or weekend schedule. Entrance into the program may be made in fall, spring, or summer semesters.

PROGRAMS OF STUDY

The Master of Business Administration (M.B.A.) is a broad-based course of study concerned with the nature of managerial decision responsibility in a rapidly changing world. The program permits emphasis in human resources analysis, quantitative management, accounting, and economics. It also emphasizes the nature of social responsibilities and the need for involvement in the total society in which business operates.

Three elements are woven throughout the program: first, an understanding of the economic and analytical nature of decision processes; second, an appreciation of the broad range of managerial functions within an organization; and third, recognition of the policy and social responsibilities that accompany decisions affecting social and economic systems.

Thirty hours of graduate business administration courses are required, and students are expected to take at least one course in seven areas: economics, accounting, quantitative, marketing, finance, operations, and policy.

The school also offers the M.B.A. Juris Doctor degree in cooperation with the School of Law. The program of 111 semester hours meets a two-fold need. On the one hand, there is a need for lawyers who are trained in both business and legal skills. A legal education may sufficiently equip one for general law practice or even for certain legal specializations, but the role of the lawyer in relation to business and other institutional needs demands preparation beyond the scope of a legal education. On the other hand, a successful business executive, skilled in the practical decision-making process, must have either a solid knowledge of the law or an expensive legal staff for support.

The Master of Science in Human Resources Management is a highly specialized 30-semester-hour program designed to give strong emphasis to the management and/or administration of people on the job. It focuses upon preparing the student for today's rapidly changing field of human resources management. In offering this degree, the Graduate School draws upon the expertise of the faculty of several schools and departments in the university.

The Master of Science in Taxation (M.S.T.) is a 30-semester-hour, evening program designed for students who have business or legal backgrounds and wish to specialize in tax-related areas. The curriculum includes special courses for nonlawyers and for nonaccountants, plus core and elective courses. The program can be completed in one year (with summer school) on a full-time basis. The M.S.T./J.D. degree is also offered whereby a law student may apply nine semester hours of tax or tax-related courses toward the M.S.T. degree requirements. Courses are approved by the Washington State Bar Association for continuing legal education and the Washington State Board of Accountancy as satisfying the requirements for continuing professional development.

ADMISSION

All applicants must have a bachelor's degree from an accredited college or university. Prerequisite work in accounting, statistics, economics, marketing, finance, management, and business law is required, depending upon the student's background and the program entered. In addition, the applicant must present satisfactory scores from the Graduate Management Admission Test and two letters of recommendation attesting to his or her ability to perform graduate-level course work.

EXPENSES

For 1980-81

Tuition, per semester hour	$117
(except for M.S. in taxation)	150
Application fee, nonrefundable	15
Tuition deposit, credited toward first semester tuition, nonrefundable	50
Matriculation fee	25

FINANCIAL ASSISTANCE

A limited number of graduate assistantships are available to full-time students. The university has a program of jobs, loans, and scholarships to meet demonstrated financial needs of qualified students.

CORRESPONDENCE

For applications and additional information on the graduate programs offered at Gonzaga, write or call

Dean, Graduate School
Gonzaga University
Spokane, Washington 99258
Telephone: 509-328-4220

GOVERNORS STATE UNIVERSITY

PARK FOREST SOUTH, ILLINOIS

Governors State University, located 35 miles south of Chicago, was established in 1969 to provide upper division and graduate studies to the rapidly developing region. The College of Business and Public Administration was established when the university opened, offering graduate degrees in business administration, public administration, and business education. These programs are accredited through the North Central Association of Colleges and Secondary Schools.

There are currently 425 graduate students pursuing master's degrees in the College of Business and Public Administration. Their curriculum is designed with the understanding that students enrolled in the college are seeking management careers in the public or private sector. Accordingly, the college offers rigorous programs which will challenge students and provide them with the preparation to assume positions of leadership and responsibility.

The campus is situated on 753 acres in Will County, Illinois, in a picturesque environment.

PROGRAMS OF STUDY

The Master of Business Administration (M.B.A.) program consists of preparatory courses for students who have not completed sufficient background coursework and/or who come from nonbusiness disciplines; the graduate core of 21 semester hours of required courses; and 12 semester hours of business electives. Although the M.B.A. program does not require a concentration in a specific functional area, the objectives of the 12 elective hours is to provide the student with the opportunity to pursue a more in-depth study of business functions and management processes. Classes are offered in the evening hours to facilitate part-time study for those working full time.

A Master of Arts in Public Service (M.A.P.S.) is offered to students pursuing a career in the public sector. The curriculum is designed to teach the techniques and methods of personnel work, budgeting, and organization. The program includes 21 semester hours of required course work, nine hours of elective credit, a master's research paper, and an internship when indicated.

A Master of Arts in Business Education (M.A.B.E.) requires 24 credit hours of required program work and 9 hours of business electives. This program prepares educators for teaching business and office education as well as nonteaching careers in system analysis and office management.

Students in the College of Business and Public Administration are required to maintain a grade-point average of 3.0 (on a 4.0 scale) to remain in good standing.

ADMISSION

Admission is available to students who (1) have earned a bachelor's degree from an accredited institution and are in good standing at the last institution attended, (2) have a 2.5 grade-point average (on a 4.0 scale) for all undergraduate course work or for the last 60 semester hours earned before the award of the bachelor's degree, (3) take the Graduate Management Admission Test and have the score forwarded before or during the first trimester of enrollment, and (4) take the Collegial Competency Examination in the areas of Quantitative Foundations and Written Communications.

Applicants whose native language is not English are required to take the Test of English as a Foreign Language and have the score forwarded to the university before admission evaluation. A minimum score of 550 is required for admission to the college.

Applications may be submitted up to one year before planned entry into the program. Application deadlines are established three weeks prior to on-campus registration. Students not meeting minimum requirements may contact the university for further information.

EXPENSES

Tuition for graduate courses during academic year 1980-81 was $27.25 per credit hour for state residents and $81.50 for out-of-state students. There is a $15.00 student fee per trimester. Parking fees and books average $300.00 per year.

No on-campus housing is available; therefore, cost of living will vary considerably according to location and travel expenses. Living expenses for one year for single independent students average $7,000; for married students, the average is $8,500.

FINANCIAL ASSISTANCE

Graduate teaching, research, and staff assistantships are awarded to qualified students by the college on an annual basis. Tuition (including out-of-state) is waived for those students holding full-time assistantships.

PLACEMENT

The Placement Office assists university students and alumni in preparing for a job search and securing career employment. A yearly forum is conducted to assist students in preparing their job search.

CORRESPONDENCE

Address inquiries to

College of Business and Public Administration
Governors State University
Park Forest South, Illinois 60466
Telephone: 312-534-5000 *or*
Office of Admissions
Governors State University
Park Forest South, Illinois 60466
Telephone: 312-534-5000

GRAND VALLEY STATE COLLEGES

ALLENDALE, MICHIGAN

Grand Valley, a public coeducational state institution of higher education, was initiated by action of the Michigan legislature in 1960. Classes began in 1963 with an enrollment of 226. Since then Grand Valley has experienced a steady but marked growth. The 1980 fall enrollment was 7,400. Much of Grand Valley's growth can be attributed to the adoption of a "cluster college" approach to higher education. This approach allows the creation of small colleges, each with its own identity, educational philosophy, academic program, dean, and faculty. Currently there are four colleges: the College of Arts and Sciences, William James College, Kirkhoff, and the F. E. Seidman College of Business and Administration.

Grand Valley's 876-acre campus is nestled amidst rolling hills, deep ravines, and farmland in the Grand River Basin of rural Ottawa County. The campus is near Allendale, 12 miles west of Grand Rapids, and within easy driving distance of Holland, Grand Haven, and Muskegon. On-campus housing is available to single students in three residence halls and an apartment complex. Additional housing is available adjacent to the campus in privately owned apartment complexes.

PROGRAMS OF STUDY

The F. E. Seidman College of Business and Administration was established in June 1973. Current enrollment is 900 undergraduate and 500 graduate students. The mission of the F. E. Seidman College of Business and Administration, is to prepare students to deal with business and administration problems of today and tomorrow. The college expects its graduates to be farsighted, forward-looking leaders and managers having good judgment and effective decision-making and problem-solving skills; to be able to cope effectively with the rapid rate of personal, social, and technological change that will characterize the future; and to be cognizant of the ways in which their roles in management and society increasingly are affected by social control through public policy. To fulfill its mission the Seidman Graduate College

- offers courses that help develop the ability and willingness to perceive, identify, and analyze problems, communicate appropriate alternate solutions, make decisions, and implement and monitor the results;
- provides a flexible program that requires students to specify career objectives, plan their programs, select courses and other resources judged to be most appropriate for their program goals, and complete their studies either on or off campus;
- insures that opportunities exist for students to elect graduate courses involving public policy analysis that are relevant to their professional and career interests;
- offers a self-assessment program that will assist students in the development of the capacity, educational base, and desire for a lifetime of continuing personal growth and professional development;
- makes it possible for individuals who are employed full time to complete their programs at times other than the normal daytime college hours;
- affords opportunities for people to complete courses they judge to be appropriate to their professional interests without involving them in a degree program.

Students can emphasize management, accounting, finance, marketing, or taxation in their studies.

The Master of Business Administration (M.B.A.), Master of Public Administration (M.P.A.), and Master of Science in Taxation (M.S.T.) programs consist of 33 semester hours of appropriate graduate course credit and can be completed in one calendar year if a person has completed all the background area requirements and studies full time in the Seidman College. If the student has not completed background studies, the master's programs can be completed in approximately two calendar years. Those who intend to study part time and who have completed the background studies requirements can expect to complete the graduate program within two years by electing two graduate courses each semester.

ADMISSION

The college's program is open to individuals with a bachelor's degree from an accredited college or university. No particular undergraduate major is necessary. Students are admitted as candidates for the master's degree in business administration, public administration, or taxation on the basis of interest, aptitude, and capacity for study as indicated by previous academic record, work experience, Graduate Management Admission Test (GMAT) scores, pertinent information from the student applications, and, if judged necessary, letters of reference and a personal interview. Prospective students should hear from the college concerning admission within two weeks after their application is complete.

EXPENSES

The tuition rate for the 1980-81 academic year for graduate students who were Michigan residents was $43 per credit hour. For non-Michigan residents the 1980-81 tuition rate was $96 per credit hour. New students must pay a one-time application fee of $15.

FINANCIAL ASSISTANCE

Financial aid for students is available in the form of graduate assistantships, scholarships, and loans. In some instances a student may be given a research assistantship. Application forms for financial aid will be sent upon request to applicants for admission. Information on veterans' benefits can be obtained from the Veterans' Affairs Office.

PLACEMENT

The Placement Office works with employers and with graduates in finding the right person for the right job. Employers frequently fill their personnel needs by arranging interviews on campus as well as contacting the Placement Office to describe available job openings. Students seeking part-time employment may also use the Placement Office to locate jobs.

CORRESPONDENCE

Inquiries should be addressed to
F. E. Seidman College of Business and
Administration
Grand Valley State Colleges
Allendale, Michigan 49401

THE HARTFORD GRADUATE CENTER

HARTFORD, CONNECTICUT

The Hartford Graduate Center (HGC), in affiliation with Rensselaer Polytechnic Institute, Troy, New York, awards R.P.I. M.S. and M.B.A. degrees. In 1975, the management program was expanded to include an M.S. degree in Management conferred by HGC in its own right, with concentration options in health care management and other special fields not encompassed by the Rensselaer management degrees. The combined management programs currently include over 800 full- and part-time students enrolled in courses at the main campus in Hartford and at the Avery Point branch in Groton, Connecticut.

Classes are taught by both the full-time faculty and a distinguished adjunct faculty that draws on the best talent of area business and industry. All courses are scheduled on weekday evenings or all day Saturday, allowing students to pursue their studies without interfering with their jobs. Most students have had significant business experience, and the course offerings, scheduling, and facilities respond to the needs of this student body.

PROGRAMS OF STUDY

The 45-credit hour M.B.A. program is designed to prepare men and women for management careers in industrial, commercial, and public organizations. The goal of this program is to provide a broad scope of competence in management rather than narrow specialization. The curriculum provides a basic understanding of the economic, behavioral, and quantitative sciences needed in management as well as an appreciation of the concepts and techniques used in its various functional areas. The program stresses decision-making skills, an analytical approach to management problems, and a grasp of the relationships between technology and people in complex organizations. The curriculum is equally applicable to individuals preparing for senior or general management positions as well as individuals preparing for functional area management positions.

The 30-credit hour M.S. in Management program has been designed for students who need a more specific study of a major area of management. Several available areas of concentration include marketing, finance, manufacturing management, and human resources management.

The 30-credit hour M.S. in Management (awarded by HGC) program provides the student with an opportunity to develop a curriculum that may be oriented towards his or her individual needs. The option in health care management, for example, is designed to increase the managerial capabilities of personnel in hospitals, long-term care facilities, and community health agencies or the knowledge and understanding of those in fields related to health care, such as government and the insurance industry. Most programs developed by students are oriented toward a particular industry environment, and it is assumed that the student has the necessary technical background common to that particular industry.

ADMISSION

Students may be admitted to any program on a full-time, part-time, or nonmatriculated basis for entrance in the fall, winter (Groton), spring, or summer term. Completed applications should be submitted 30 days prior to the start of the term in which the student wishes to enroll.

The Center sets high standards in admitting qualified candidates to its degree programs. Undergraduate records and letters of recommendation are carefully examined to evaluate the probability of success. All applicants to degree programs must have a bachelor's degree from an accredited undergraduate school. Many candidates for HGC's management degrees hold advanced degrees prior to their admission. Scores from the GMAT are required. Foreign students are required to have acceptable TOEFL scores forwarded directly to HGC from Educational Testing Service, Princeton, New Jersey prior to admission.

EXPENSES

Tuition is charged at the rate of $155 per credit hour of graduate instruction. Texts and supplies average $35 per course. No fees are assessed for filing an application or for any activity or use of an HGC facility.

FINANCIAL ASSISTANCE

Students admitted to the Center may apply for one of a limited number of assistantships awarded each year. Decisions on financial assistance are made after a student has been accepted into the program and are based on need and academic promise. The Center also participates in the Connecticut Student Loan Foundation program.

PLACEMENT

The Graduate Center receives frequent inquiries from local and national business and industry seeking qualified job applicants. Every effort is made to assist students and graduates in finding employment.

CORRESPONDENCE

For further information or to request an application for admission, write or call

Director of Student Affairs
The Hartford Graduate Center
275 Windsor Street
Hartford, Connecticut 06120
Telephone: 203-549-3600

Graduate School of Business Administration

HARVARD UNIVERSITY

BOSTON, MASSACHUSETTS

The Harvard University Graduate School of Business Administration was founded in 1908. It is located on the Boston side of the Charles River, directly across from Harvard College. The school offers a two-year Master of Business Administration (M.B.A.) and a doctoral program. In addition, there are three-month programs for executives and union leaders and a program for management educators from foreign countries.

PROGRAMS OF STUDY

The primary aim of the M.B.A. program is to develop excellent general managers. The student is taught an integrative approach to managerial decision making. This approach includes the basic functions of business as well as social, political, and economic factors. The program develops the students' analytical abilities through the case method of problem solving which is well suited for the responsibilities of administration in business, education, government, and other nonprofit organizations.

The first year gives students practice in the analysis of complex organizational situations through the following closely coordinated courses: finance; business policy I; managerial economics; control; marketing; organizational behavior problems; business, government, and the international economy; management communication; production and operations management; and human resource management. The extracurricular life in the first year centers on the student's academic section. The first-year class is divided into 9 such sections of approximately 85 students each.

For the second year the student designs a program in light of personal interests and career goals. In the selection of courses, students are advised to maintain the breadth of the first year to some extent, while gaining some specialization by taking a number of courses in one academic area or with one unifying theme, for example, international business or financial management. Second-year students are also allowed to register for a limited number of graduate courses in other schools of Harvard (Law School, School of Public Health, Design School, School of Education, Kennedy School of Government), at M.I.T., and at the Fletcher School of Law and Diplomacy of Tufts University.

In the management world, where every decision must be appropriate to the specific situation and no two situations are identical, it is the ability to analyze, to judge trends, to weigh diverse influences that leads to sound judgment; that ability can be developed only through practice. Therefore, the case method is used as the basic mode of instruction in the M.B.A. program. Other techniques such as simulation exercises, role playing, business games, films, collateral readings, report writing, and lectures are used when appropriate.

The doctoral program is primarily designed for those who are interested in research and teaching. Some doctoral graduates, however, accept positions in consulting and international business. The objectives of the program are to provide a thorough background in the candidate's area of specialization and to provide the training necessary for the methodology and critical thought essential for original research. While the majority of candidates admitted to the doctoral program have an M.B.A., a significant number hold master's degrees in other fields. The doctoral program format, content, and application procedures vary distinctly from those of the M.B.A. program. Those interested may obtain further information from the Admissions Office, Doctoral Program.

ADMISSION

The basic policy of the school is to select for the M.B.A. program those men and women whose intellectual capacity, administrative abilities, and other personal qualities best fit them to be trained for careers in management. An applicant ordinarily must hold a bachelor's degree or its equivalent from a recognized institution in this country or abroad. No specific course prerequisites, majors, or areas of concentration are required or preferred. The Admissions Board is more interested in the quality of the person, and the quality of the work done, than in the specific courses taken. The median age of students admitted is 25, most being between 21 and 35. Students who begin the M.B.A. program following a period of full-time work often derive more from the program. Students may enter the M.B.A. program only in September of each year. All students are admitted on a full-time basis. The school offers no evening, correspondence, or summer courses and has no provisions for special students.

EXPENSES

The probable expenses for an academic year for a single student residing in the living halls are as follows:

Tuition	$5,900
Health service	400
Room and board*	3,150
Books, case materials, supplies*	500
Personal and all other contingencies*	2,300
Total	$12,250

*Approximates

FINANCIAL ASSISTANCE

The school attempts to assist financially as many students as possible through a program of fellowships and loans. Because the school believes that M.B.A. candidates should contribute to the financing of their degree, much of the financial assistance available consists of loans. The school expects students to investigate fully outside sources of funding. The school is a member of the Council for Opportunity in Graduate Management Education (COGME) and, in addition, has a fellowship program for minority students.

CORRESPONDENCE

For further information, write or call

M.B.A. Admissions
Harvard Business School
Boston, Massachusetts 02163
Telephone: 617-495-6127

Graduate School of Business

HOFSTRA UNIVERSITY

HEMPSTEAD, NEW YORK

Hofstra is only 25 miles east of Manhattan, the acknowledged business center of the world. Yet the campus covers over 225 acres and provides a true suburban atmosphere. Students find that Hofstra's proximity to New York City offers them excellent job placement opportunities and a business and cultural environment second to none. On-campus housing is available.

Graduate courses at the Hofstra School of Business are predominantly taught by full-time faculty members who have earned doctoral and professional degrees from prestigious institutions and who have extensive professional experience as business executives and consultants. In addition to 35 full-time faculty members, the school employs part-time faculty who have been selected on the basis of academic attainments and professional achievements. Presently, the Hofstra School of Business is under review to receive graduate AACSB accreditation, in addition to the undergraduate accreditation which it presently has.

PROGRAMS OF STUDY

Master of Business Administration (M.B.A.) students may attend either the day or evening program on a part-time or a full-time basis, or may take course work in the day as well as the evening. Students may specialize in certified public accounting, certified managerial accounting, taxation, finance, management, management science, marketing, or international business. A four-year program leading to both the Juris Doctor and M.B.A. is offered jointly with the Hofstra School of Law.

Two plans of study are provided within the M.B.A. program. Students can satisfy degree requirements by selecting Option A and completing a 36-credit program that includes a master's thesis or by selecting Option B and completing a 39-credit program that includes a seminar on research design in lieu of the thesis. Each student completes a core, a specialization, and either a master's thesis or a business research seminar. The number of semester hours necessary depends upon students' previous education and experience. Students who have completed equivalent course work at the undergraduate level will have prerequisite courses waived. Those students who have not completed equivalent course work are offered special intensive survey courses or may waive these courses on a credit-by-examination basis.

The core of the M.B.A. program is designed to give students a broad-based background in business at the graduate level. Courses in organization theory, macroeconomic theory, statistics, marketing management, managerial finance, and general business allow students to see problems in a broader perspective, integrate the various elements of business, and communicate more readily with staff and line managers in other functional areas.

Specialized courses comprise between 25 and 40 percent of the degree requirements and are designed to give graduate students proficiency in one field of business.

For students who select Option A, the capstone of the M.B.A. degree program is the business research seminar in which students work as a group (under faculty supervision) to solve complex administrative problems, examine applications of theories, or comment on the effectiveness of new business techniques. Research findings are published in a volume of the *Hofstra University Yearbook in Business Series* or by a commercial publisher.

M.B.A. candidates who select Option B must register for the graduate research seminar during the last semester of their study. Offered in lieu of the thesis, the seminar affords each student the opportunity to design a methodologically sound research project on a topic of his or her choice and furnish conceptually rigorous justifications for its theoretical and practical significance.

ADMISSION

Admission to the M.B.A. program is based on the following criteria: performance on the Graduate Management Admission Test (GMAT) and overall or upper-division (junior and senior) grade-point average.

The precise combination of measures used is the GMAT score and the grade-point average. Applicants should have 1) a total of at least 950 points based on the formula: 200 × the undergraduate grade-point average (4.0 system) + the GMAT score or 2) at least 1000 points based on the formula: 200 × upper-division grade-point average (last 60 credits, 4.0 system) + the GMAT score.

A maximum of six graduate credits may be transferred to the M.B.A. program at Hofstra from AACSB accredited schools. All prerequisite courses may be transferred with a grade of B or better.

EXPENSES

Tuition is $129 per credit hour plus a minimum registration fee of $25 per semester.

FINANCIAL ASSISTANCE

A limited number of M.B.A. scholarships and financial aid awards are available for full-time and part-time students. Low interest loans are also available.

PLACEMENT

A large number of business and other institutions regularly visit the Hofstra School of Business to recruit M.B.A. graduates. This is due to Hofstra's reputation and its proximity to New York City. In addition, the Placement Office serves alumni of the School of Business. A unique graduate internship allows students to get work experience as an elective in their major.

CORRESPONDENCE

For further information, write to

Admissions Office
101 Memorial Hall
Telephone: 516-560-3345
or
Richard I. Topus
Director of Graduate Studies in Business
111 Heger Hall
Hofstra University
Hempstead, New York 11550
Telephone: 516-560-3248

HOWARD UNIVERSITY

WASHINGTON, D.C.

Howard's first Commercial School was opened on January 18, 1870 and operated for four years in conjunction with the old Freedmen's Savings Bank and Trust Company. After the bank closed, the school was discontinued until 1903, when it was reopened to offer college-level courses leading to the Bachelor of Science degree. This arrangement continued until the School of Commerce and Finance was established in 1919. The School of Commerce and Finance operated independently for six years before it was absorbed by the College of Liberal Arts as the Department of Commerce and Finance.

The school's beginning in the Reconstruction era eventually led to the birth in January 1970 of the current School of Business and Public Administration. The Board of Trustees authorized the admission of the first class in September 1970. Today, although the school is much larger and expanding rapidly, its philosophy does not differ from the ideals and goals set in 1870.

As a unit of Howard University, the school is accredited by the Middle States Association of Schools and Colleges. The undergraduate and Master of Business Administration (M.B.A.) programs are accredited by the American Assembly of Collegiate Schools of Business.

PROGRAMS OF STUDY

Students with or without undergraduate degrees in business administration can be accommodated in the M.B.A. program. The M.B.A. degree is offered in three areas: general business administration, health services administration, and labor-management relations. Applicants holding an undergraduate degree in business administration may complete the general M.B.A. program, or the labor-management program, in 39 credit hours, while those without the business degree can complete the program in a maximum of 60 credit hours. The M.B.A. degree in health services administration is basically a 60-credit-hour program. The Master of Public Administration (M.P.A.) program offers the degree in five areas. These programs may be completed in 39 to 48 credit hours.

The objective of the M.B.A. in business administration is to prepare the student for a managerial career in a profit-oriented business in a changing society. The M.B.A. degree in health services administration is designed to prepare the student for managerial careers in voluntary agencies, hospitals, health planning, health maintenance organizations, or other health-related areas. The M.B.A. degree in labor-management relations prepares students for managerial careers in industrial relations and/or personnel.

The M.P.A. curriculum attempts to provide the student with an awareness of the political processes involved in a democratic government. The general M.P.A. program emphasizes policy formulation, policy analysis and program development, and implementation within a public agency. The urban M.P.A. emphasizes urban complexities and problems. Attention may be given to human services, land use, transportation, solid waste disposal, or other problems.

ADMISSION

Admission to graduate study in business and public administration is open to all persons holding a baccalaureate degree or its equivalent from a nationally or regionally accredited college or university situated either in the United States or abroad. The applicant is responsible for complying with all rules and regulations of the school. Applications are accepted for both the fall and spring semesters; fall semester applicants should apply by April 1, while spring applicants must apply by November 1. Applicants seeking admission to the M.B.A. program are required to present GMAT scores prior to admission. Applicants to the M.P.A programs must submit either GMAT or GRE scores prior to admission. In addition to test scores, applicants must also present a resume, two letters of recommendation, and an autobiographical sketch.

EXPENSES

A nonrefundable application fee of $20 is required. The budgets for the 1980-81 school year were

	Resident	*Commuter*
Tuition	$1,750	$1,750
Fees	215	215
Room	1,000	—
Board	1,174	—
Books and supplies	200	200
Personal	700	700
Transportation (local)	150	350
	$5,189	$3,215

Most of the graduate students live in off-campus housing.

FINANCIAL ASSISTANCE

Limited financial aid is available in all programs to qualified graduate students. Research assistantships and scholarships are awarded to students on the basis of need and/or merit. These students must enroll full time (at least 9 credit hours) to receive any form of assistance. Applicants must submit a GAPSFAS form. Financial aid is also available through the Howard University Financial Aid and Student Employment Office.

PLACEMENT

The School of Business and Public Administration has housed within its division a Placement Office. The Director of this office schedules recruiters throughout the academic year who, in turn, provide employment information and opportunities to business and public administration students. The university maintains a Career Planning and Placement Office that serves the entire university.

CORRESPONDENCE

All requests for further information or applications for admission should be forwarded to

Graduate Programs Office
Suite 402
School of Business and Public Administration
Howard University
1003 K Street N.W.
Washington, D.C. 20001
Telephone: 202-628-7355

HUMBOLDT STATE UNIVERSITY

ARCATA, CALIFORNIA

Founded in 1913, Humboldt State University is fully accredited by the Western Association of Schools and Colleges. As one of the 19 campuses of the California State University System, the university is located 275 miles north of San Francisco in a spectacular setting of redwood forests, rivers, mountains, rangelands, and ocean beaches—the heart of an outdoor paradise nationally famous for its beautiful scenery and recreation. The School of Business and Economics was founded in 1969 when the university was reorganized. While relatively small in numbers of students and staff, the school emphasizes a quality program which is delivered in an informal atmosphere of close faculty and student contact.

PROGRAM OF STUDY

The curriculum is designed to assure the opportunity to grasp basic and advanced understanding of business operations. For those who have majored in other fields there are the introductory requirements (Group A). Group A consists of 45 units of course work which cover the common body of knowledge recommended by the American Assembly of Collegiate Schools of Business.

Evidence of satisfactory preparation in the areas of accounting, business law, economics, finance, management, marketing, data processing, mathematics, and statistics is necessary. (Any deficiencies in this course work—Group A—may be met at the university by taking the appropriate courses.)

The M.B.A. core (Group B) is built around the analytical tools and the basic disciplines that are available to modern management for solving problems. The Group B course work includes 25 quarter units of seminars in marketing, organizational theory, managerial accounting, business policy, finance, computer information systems, and price theory.

The student may choose 20 units from specialized and graduate electives to satisfy the Group C requirements.

Time required to complete the program varies from a minimum of one year and up, depending upon course work to be complete and the full- or part-time status of the student.

ADMISSION

Formula for admission: the grade-point average (GPA) multiplied by 200, added to the Graduate Management Admission Test (GMAT) score, must total 1000 or more. $(\text{GPA} \times 200) + \text{GMAT} \geq 1000$.

- a minimum grade-point average of 2.50, based on the last 90 quarter units or 60 semester units of undergraduate studies;
- a minimum GMAT percentile score of 33.6;
- satisfaction of general requirements of Humboldt State University for admission to graduate study;
- scores on the Test of English as a Foreign Language are required for foreign students.

Applications for admission are accepted on a continuous basis, and qualified students may enroll any quarter, beginning in late September, early January, or late March.

EXPENSES

There is a one-time, nonrefundable $20 application fee. Registration and tuition fees for the out-of-state student are approximately $2,200 per academic year. For the California resident there are only registration fees, approximately $190 per academic year. Other expenses vary according to the individual student.

FINANCIAL ASSISTANCE

Certain funds may be available to the student through government loans and through a limited number of scholarships. Part-time employment may be available in the community or at the university. The university placement office assists students in locating part-time jobs in the area.

PLACEMENT

Local and national firms recruit on the campus, although the majority of M.B.A. graduates find employment through their own efforts, with the assistance of experienced faculty, or with the assistance of the university placement office (open to graduate students and to alumni).

CORRESPONDENCE

Students desiring application packets should address

Mr. Donald G. Clancy
Director of Admissions
Humboldt State University
Arcata, California 95521

Students who want information about the M.B.A. program should consult the university catalog or address

Dean John R. Lowry
School of Business and Economics
Humboldt State University
Arcata, California 95521
Telephone: 707-826-3546

IDAHO STATE UNIVERSITY

POCATELLO, IDAHO

Idaho State University is a growing institution of about 7,000 students. In addition to the College of Business, the university has colleges in liberal arts, education, health-related professions, pharmacy, and a vocational-technical school.

The university is located in Pocatello, a community of 45,000. Pocatello is a pleasant, very livable community serving as the transportation, industrial, and trading center of southeastern Idaho. It is also quite convenient to the National Reactor Testing Facility which is a major energy research center in this country. The surrounding area provides ideal opportunities for all forms of outdoor recreation including access to some of the finest skiing in the country.

The Master of Business Administration (M.B.A.) program at Idaho State, offered since 1968, provides the student with the advantages of a small, quality program. The typical M.B.A. class is a diverse, cosmopolitan group that represents all regions of the U.S. and numerous foreign countries. The informal, friendly atmosphere maximizes the amount of interaction between students and faculty, providing an ideal educational environment. Close interaction among members of the student body, many of whom work in the business community, strengthens and expands the knowledge derived from the classroom, presenting a broad spectrum of practical business experience in addition to a strong academic program.

Graduate classes normally have fewer than 25 students and are taught by a relatively young graduate faculty, all of whom hold the Ph.D. and have considerable professional experience in their respective fields.

PROGRAM OF STUDY

The M.B.A. program consists of required undergraduate core equivalent courses, a set of M.B.A. core classes, and electives. All M.B.A. students are required to have the equivalent of the undergraduate core in business. Students from an undergraduate business program will normally have completed this requirement. Students with deficiencies in this area make them up during the program.

The M.B.A. program has a broad-based administrative emphasis, permitting a limited degree of specialization in one of the functional areas of business administration. The M.B.A. core is composed of eight courses that provide for the development of key conceptual, analytical, and behavioral skills as well as providing for study in the basic functional areas of business. The student has an additional six credit hours of elective course work which may be chosen from courses throughout the university to meet particular interests or goals.

ADMISSION

Admission to the M.B.A. program is open to any student holding a bachelor's degree, in any field of study, from an accredited institution. Two official transcripts of all credits earned at other institutions are required. All applicants are required to take the Graduate Management Admission Test (GMAT).

Admission to the graduate program is granted only to students showing high promise of success in postgraduate study. No admission is granted until the College of Business has received the applicant's transcripts and scores on the Graduate Management Admission Test.

The College of Business uses various measures of high promise, including the candidate's performance on the GMAT, undergraduate average, and trend of grades during undergraduate work. Ordinarily such measures, along with other reasonable indications of promise, will be used in combination rather than trying to arrive at a final judgment on the basis of a single criterion. Other reasonable indications may include, for example, the grade average of the junior and senior years and work and leadership experience.

The minimum requirements that must be met in order to be considered for admission are defined by the following formula: 200 × the last two years GPA (4.0 system) + the GMAT score = at least 1000 points. In addition, a minimum score of 400 on the GMAT is required. Meeting these minimum requirements does not assure admission; many factors are weighed in such a decision.

EXPENSES

There is no application fee. Tuition costs are approximately $255 per semester for resident graduate students or $930 for nonresident graduate students. Room and board for single students is about $800. On-campus apartments for married students range from $150-$177.50 per month. Off-campus housing is abundant.

FINANCIAL ASSISTANCE

The College of Business has a limited number of teaching/research assistantships available. Information may be obtained by writing to the College of Business. Student loans and some university scholarships are also available to graduate students in business. Information on these may be obtained from the Financial Aids Office.

PLACEMENT

Idaho State University maintains a placement service which assists students in placement activities. Many national and regional area firms visit the campus for interviews during the year, and graduates generally are readily placed.

CORRESPONDENCE

For further information, write or call

Director
Graduate Studies in Business
College of Business
Idaho State University
Pocatello, Idaho 83209
Telephone: 208-236-2504

ILLINOIS BENEDICTINE COLLEGE

LISLE, ILLINOIS

The Master of Business Administration (M.B.A.) program at Illinois Benedictine College was instituted to meet the needs of the rapidly growing residential and industrial population in the western suburbs of Chicago.

The primary objectives of the Master of Business Administration program at Illinois Benedictine College are the following:

- to enable men and women in business and management to combine the study of management principles, analytical concepts, and problem solving with worthwhile experience;
- to provide individuals with the practically oriented conceptual knowledge needed to solve current problems and the ability to foresee and solve problems in a changing environment;
- to provide managers with an awareness of the ethical considerations in decision making and to encourage a commitment to improving the social and environmental conditions in our society.

In order to accomplish these objectives, the college has made a commitment of its resources to provide the following:

- a program of graduate study that is academically sound and practically oriented,
- a program of graduate study that is broad in scope and has a major emphasis on planning and decision making as the characteristic functions of professional management,
- a faculty with strong academic credentials as well as relevant business experience,
- library and computer facilities necessary for advanced study in business, and
- an administration committed to quality education and a concern for each student associated with the program.

PROGRAM OF STUDY

The M.B.A. curriculum assumes no prior course work in business. Candidates with previous academic course work in business or related areas will be evaluated on an individual basis, and appropriate adjustments in program requirements may be made through transfer credit (based on previous graduate course work), course waivers (based on previous undergraduate course work), and course substitution (based on nonacademic experience).

The curriculum consists of 16 courses: 12 required and 4 electives. Electives may be selected in one area to develop a specialization or in several areas to develop further knowledge in a variety of fields. Formal concentrations are available in financial management, marketing, and human resource and operations management.

Required courses include the following: Financial Accounting, Economics, Business Law, Organization Behavior, Data Processing and Management, Quantitative Methods I, Quantitative Methods II, Managerial Accounting, Economics for Business Decisions, Financial Management, Marketing Management, and Ethics and Business Policy.

ADMISSION

In general, applicants must have a bachelor's degree from an accredited college or university and show high promise of success. Admission to the program will be based on undergraduate grades, trend of undergraduate grades, recommendations, scores earned on the Graduate Management Admission Test (GMAT), and other pertinent data supplied by the applicant. A personal interview with the director of the program may be required.

Admission to the program is open to individuals with any undergraduate major and without regard to race, color, age, sex, or creed.

EXPENSES

Tuition for 1981-82 is $370 per course.

CORRESPONDENCE

For further information on the M.B.A. program at Illinois Benedictine, call or write

Director of the M.B.A. Program
Illinois Benedictine College
Maple Avenue and College Road
Lisle, Illinois 60532
Telephone: 312-968-7270

Stuart School of Management and Finance

ILLINOIS INSTITUTE OF TECHNOLOGY

CHICAGO, ILLINOIS

The Illinois Institute of Technology (IIT) is a privately endowed, coeducational institution offering undergraduate and graduate programs in management, economics, engineering, the physical sciences, the social sciences, the humanities, design, architecture, and city planning. Full-time enrollment at IIT totals 2,825 undergraduate and 1,750 graduate students. A substantial evening division program includes approximately 325 Master of Business Administration (M.B.A.) candidates.

The main IIT campus is located on Chicago's near South Side, minutes from the heart of the city. The school also maintains two other campuses: one urban and another suburban. The metropolitan center at 77 South Wacker is convenient to the Chicago business community. The suburban facilities in Naperville are accessible to suburban residents.

In 1969, IIT received a sizable grant to develop the Harold Leonard Stuart School of Management and Finance. The grant made possible the construction of the Stuart Building—a contemporary structure including case and conference rooms, the Stuart Library for Business and Economics, and the IIT computer center. The grant is also providing for library growth, student financial aid, and program development.

PROGRAMS OF STUDY

The Stuart School offers four graduate degrees: Master of Business Administration, Master of Science (M.S.) in economics, Master of Science (M.S.) in operations research, and Doctor of Philosophy (Ph.D.) in management sciences. (Further details may be requested from the address below.)

The M.B.A. program is a two-year program designed to provide a broad professional education preparing graduates for managerial positions in business, industry, and government. The program emphasizes sufficient breadth and enough flexibility to allow some degree of specialization.

For students who do not have an undergraduate background in either business or economics, a two-year program is offered consisting of 49 semester credit hours.

The first year courses cover the common body of knowledge, where the basic disciplines studied include behavioral science, accounting, marketing, economics, management information systems, and statistical techniques.

The second year of study encompasses an in-depth investigation of business management and a specialization option. The student can choose between a general suggested format or one that allows for an elective concentration of three courses. Areas of concentration are accounting, behavioral science, marketing, economics, finance, management science, and operations management.

For students with adequate preparation in business or economics, up to 17 semester credits may be waived. The M.B.A. program does not require a thesis. It is designed to appeal especially to those who are holding full-time jobs while pursuing postgraduate study. Courses are conveniently scheduled for late afternoons, evenings, and Saturday mornings for students who work full time.

ADMISSION

The M.B.A. program is open to all qualified men and women having a bachelor's degree from an accredited institution. No specific undergraduate major or series of courses is required for entrance.

All applicants must submit scores of the Graduate Management Admission Test (GMAT) which is administered by Educational Testing Service of Princeton, New Jersey. Applications are not complete until all required transcripts and GMAT scores are on file with the school. Applicants whose native language is not English must also take the Test of English as a Foreign Language.

Provisional admission may be granted to applicants who have some deficiencies in undergraduate preparation. Normally these deficiencies wil be made up by enrolling in courses for undergraduate credit.

EXPENSES

Tuition is $143 per credit hour or $2,145 per semester, whichever is less. Ample housing is available on campus for full-time students. For single men, the school's air-conditioned residence halls are available. Accommodations for married students and women graduate students (efficiency to three-bedroom apartments) are available in modern high-rise apartment buildings located on campus. For further information on housing, write to the Manager of Housing, IIT.

FINANCIAL ASSISTANCE

Two forms of financial support are available; partial-tuition scholarships and employment as graduate assistants. Graduate assistants receive a full-tuition scholarship and a stipend and are required to work up to 13 hours a week. Aid is available to full-time students only.

A limited number of graduate assistantships are awarded on the basis of merit. Limited loans are available to qualified students who have insufficient resources to cover educational expenses.

PLACEMENT

IIT maintains a Placement Office which is visited annually by representatives of approximately 500 companies from all sections of the country. The Placement Office arranges for interviews between graduating students and industry representatives and assists alumni who are looking for better position.

CORRESPONDENCE

For information, write or call

Assistant Dean
Harold Leonard Stuart School
of Management and Finance
Illinois Institute of Technology
Chicago, Illinois 60616
Telephone: 312-567-5103

ILLINOIS STATE UNIVERSITY

NORMAL, ILLINOIS

Illinois State University (ISU) is a state-supported institution serving over 19,000 students. The College of Business was established as a separate college in 1967 and now has about 4,700 majors and enrolls over 6,500 persons in its courses each year.

PROGRAM OF STUDY

The Master of Business Administration (M.B.A.) degree program in the College of Business at Illinois State University provides its graduates with professional preparation for a wide variety of challenging and rewarding positions with managerial and administrative responsibility. Lectures, seminars, cases, computer games and simulations, role playing, and report writing provide the student with practical approaches to the solution of business problems. These approaches are solidly based on a theoretical structure that provides the student with an understanding of organizational systems, managerial processes, interpersonal relations, and individual and group behavior within the firm, as well as the behavior of consumers and the effects of the economic, political, and social environment external to the firm. The program allows each student to develop a specialization in a particular area such as finance, management, human resources management, decision systems, not-for-profit management, and accounting.

All M.B.A. candidates must complete 24 hours of professional core courses and 12 hours of electives. The electives should be selected considering the student's career objectives. Completion of the degree within 36 hours assumes an appropriate background "knowledge base" in business, economics, and mathematics. Additional course work will be necessary for students who lack undergraduate prerequisites in these areas.

M.B.A. Summary

Course Title	*Credit Hours*
Quantitative Methods for Managerial Decisions	3
Problems in Operations Management	3
Analysis of Organizational Behavior	3
Advanced Marketing Management	3
Financial Management	3
Organizational Structure and Systems	3
Business Problems and Policy	3
Managerial Accounting	3
Graduate electives	12
Total program hours	36

ADMISSION

The M.B.A. degree program serves students having a bachelor's degree in business administration and students having degrees in other disciplines. Each applicant must

- comply with admission requirements and procedures of the Graduate School of Illinois State University (Information on these requirements can be found in the Graduate Catalog.);
- possess a baccalaureate degree from a regionally accredited university or college;
- offer satisfactory evidence of completion of or plans to complete the undergraduate "knowledge base" prerequisite to the M.B.A. program (This deficiency can be removed by additional course work at ISU), and
- complete with acceptable results the Graduate Management Admission Test (GMAT).

Admission generally follows the criteria established by the American Assembly of Collegiate Schools of Business using the undergraduate grade-point average and the GMAT score.

EXPENSES

Tuition and fees for each semester for students who register for 12 or more semester hours is approximately $445 for Illinois residents and $1,055 for nonresidents. Resident students who register for fewer than 12 semester hours must pay $26.00 per credit hour plus a total of $55.75 in general fees. Nonresidents registering for fewer than 12 hours must pay $78.00 per credit hour plus $83.25 in general fees.

FINANCIAL ASSISTANCE

The Departments of Management and Marketing, Finance and Law, Business Education Administration, and Accounting offer a limited number of graduate assistantships to suitably qualified candidates. Those applicants not qualifying for an assistantship may be employed as student workers in these departments. Other financial aids are also available. For further information regarding assistantships, please write directly to the respective department, Illinois State University.

PLACEMENT

The department cooperates with the university placement office and takes an active interest in the placement of its graduates. Each year, over 100 companies interview at Illinois State University, reflecting the entire spectrum of locational opportunity, company size and type, and position availability.

CORRESPONDENCE

For further information on graduate study in business at Illinois State University, please write to

Coordinator of Graduate Programs
Williams Hall
College of Business
Illinois State University
Normal, Illinois 61761

International Management Development Institute

IMEDE

LAUSANNE, SWITZERLAND

International Management Development Institute (IMEDE), located in Lausanne, Switzerland, was established in 1957 under the guidance of members of faculty of the Harvard Business School as an independent foundation under the patronage of the University of Lausanne. IMEDE was founded specifically to serve European and multinational companies that wish to develop managerial knowledge and skills in their executives. Having gained an enviable reputation for the quality of its educational programs for experienced executives, IMEDE introduced in 1972 a year-long course for younger men and women called the post-graduate degree program in business administration. The program starts in January and runs through December of each year.

The recognition IMEDE enjoys is due in large part to the quality of its faculty. In 1971 the faculty was enlarged to its present size of 20 and modified in its national background. The nationalities represented since 1971 have been: American, Belgian, British, Canadian, Dutch, French, German, Israeli, Norwegian, South African, and Swiss.

PROGRAM OF STUDY

As a result of its constant interaction with the international business community, IMEDE believes that, in order to respond to the increasing complexity and changing nature of business problems, the IMEDE Master of Business Administration (M.B.A.) participants must develop the following managerial capabilities:

- An international know-how: IMEDE M.B.A. participants work interactively in a truly international environment. The class of 45 to 50 participants includes 20 to 25 different nationalities and works with a faculty of 10 from at least 5 different countries. This provides a unique training ground to understand managers from a large range of cultures and to interact, resolve business problems, and negotiate solutions in a context similar to that of international business.
- Interpersonal skills: IMEDE M.B.A. participants develop the interpersonal skills needed to provoke action and results in the business organizations of the 80's by placing considerable emphasis on communication and negotiation. Throughout the program, IMEDE M.B.A. participants must present and defind their solutions to business problems in front of their fellow participants, the faculty, or corporate executives.
- Integrative capabilities: IMEDE M.B.A. participants develop the ability to adopt a multidisciplinary point of view in responding to the increased complexity and changing nature of the management problems of the 80's. Over the year, IMEDE M.B.A. participants progress through a sequence of eight issue-oriented modules of increasing complexity and breadth. Each module combines various functional disciplines such as management accounting, decision analysis, human resource management, marketing, finance, operations management, strategic analysis and planning, environment analysis, as well as the newer fields of knowledge needed in today's management problems. In addition, IMEDE M.B.A. participants work in small study groups that combine a wide range of experiences and background disciplines, thus forcing them to break out of their individual specialty and to explore more fully the alternative dimensions of business problems.
- Thorough analytical capabilities: In all the activities of the IMEDE M.B.A. program, through discussions, communication and feedback, participants are continuously forced to discipline their approach to problem solving, thus developing thorough analytical skills.
- A practical orientation: The IMEDE M.B.A. program relies heavily on active learning through case analysis and consulting projects. The latter represents substantial consulting assignments performed in companies by teams of M.B.A. participants under the guidance of the faculty. These consulting projects allow the participants to apply their interactive and interpersonal skills in an actual business context.
- An ability to operate under pressure: The IMEDE M.B.A. program concentrates within 12 months (1 calendar year) what would take 2 academic years in most other M.B.A. programs. Participants thus develop an ability to operate under intense work pressure. They also learn to establish their priorities in order to deal simultaneously with several tasks which place conflicting demands on their time.

ADMISSION

Admission is based upon an assessment of an individual's overall potential to pursue an ambitious career in business administration successfully. In making these judgments, the admissions committee will evaluate the applicant's academic achievements, score on the Graduate Management Admission Test, work experience, and motivation. Applicants are expected to have a bachelor's degree from an American university or its equivalent in other countries. Two years of full-time work experience are also considered an essential minimum requirement. The average age of the participants is 29. The program is conducted in English, and a high level of proficiency in this language is necessary. Applicants may be private or company sponsored.

EXPENSES

The fee amounts to Sw.Fr. 15,300. This fee includes tuition, the cost of all books, cases, and other instruction material, as well as lunch at IMEDE five days a week. The approximate total cost of the year of study for a single student is estimated at Sw.Fr. 35,000.

FINANCIAL ASSISTANCE

The financial assistance takes the form of bank loans. Because of currency restrictions in many countries such loans, however, are not always feasible.

PLACEMENT

The school provides placement service to assist nonsponsored participants in their search for employment.

CORRESPONDENCE

For further information or to request an application for admission, write or call

Information Service
IMEDE
P.O. Box 1059
CH-1001 Lausanne, Switzerland
Telephone: 4121-26-71-12
Telex 25875

Department of Management Science

IMPERIAL COLLEGE OF SCIENCE AND TECHNOLOGY (UNIVERSITY OF LONDON)

LONDON, ENGLAND

The Department of Management Science at Imperial College is concerned with advanced postgraduate training and research in management science. The department was set up in 1955 when postgraduate teaching in this field was first established. In 1961 the postgraduate course in management science was introduced which now leads to the award of the Master of Science (M.Sc.) degree of the University of London, as well as the Diploma of Membership of Imperial College (D.I.C.) by the college. M.Phil. and Ph.D. programs were subsequently developed to provide opportunities for higher research degrees in the field. Over the past 20 years the department has grown rapidly in terms of numbers of students, staff, and facilities. The intake of the department is currently 60 to 70 for the M.Sc. course and 20 to 30 research students and assistants. The department has its own excellent computing and library facilities, and additional central facilities are provided by the college for the use of all departments. Imperial College is situated in South Kensington in the heart of London. The Department of Management Science is housed in new buildings within a modern campus, which includes nearby halls of residence and good recreational facilities such as common rooms, refectories, sports facilities, and the Students' Union.

PROGRAMS OF STUDY

The Master of Science program is an intensive full-time, 12-month course, beginning each year in October. It is a broadly based course in management science which seeks to provide the student with the understanding and knowledge necessary for successful analysis and decision making in management problems. The time spent on the course is divided into three components. The first consists of a series of compulsory subjects that must be taken by all students. These occupy most of the first and part of the second term and are assessed by course work and by examinations after the Easter recess. The second provides a choice of 10 courses from a wide array of elective subjects (about 40) which are taken mainly in the second and third terms and largely assessed by course work. The third is an individual project upon which the student works during the third term and summer months and submits a final report. M.Sc. students can choose two-thirds of the program to suit particular interests and background. Opportunities exist to follow a general management program or to specialize in finance, production and operations management, or operational research. Instruction is by lectures, seminars, case studies, and assignments.

Since its inception, the department has been engaged in research which now covers a wide range of fields. These areas include production and inventory control, financial control and corporate planning, distribution systems, foreign exchange modeling, leasing, risk analysis, productivity and profitability measurements, graph theory and mathematical programming, the use of simulation and industrial dynamics, and the problems of energy and resources.

For students interested in research the department offers two research programs. The M.Phil. program is a full-time course of two years' duration. The Ph.D. degree takes three years or more to complete. A student joining the research programs has the opportunity of either contributing to an ongoing research project or exploring a new problem, perhaps with a sponsoring organization. The student can engage either in fundamental research to develop theory or in the application of an already established technique to a problem in a particular organization. The degree is awarded after the student has successfully presented a thesis and taken an oral examination on the research topic.

ADMISSION

A first- or second-class honors degree from a British university or equivalent qualification is the minimum academic requirement for admission to the M.Sc. program. An applicant who is eligible for the M.Sc. degree will also be eligible for the D.I.C. The regulations governing the D.I.C. permit the acceptance of postuniversity qualifications and relevant working experience of five or more years as compensation for a first-degree result below that of lower second-class honors.

For direct entry into the M.Phil. program an M.Sc. in management science is normally required, but well-qualified applicants with a first- or upper-second-class honors degree in engineering, science, or economics or equivalent qualification may also be eligible. It is possible to transfer from the M.Sc. course to the M.Phil. program after satisfactorily completing the first two terms of the M.Sc. course. To be eligible for the Ph.D. program the student must first register for the M.Phil. program and then, after approximately 18 months, undergo an evaluation of his work before being allowed to transfer to the Ph.D. program. For all courses applicants must complete an application form, provide two references, and take the Graduate Management Admission Test (GMAT).

EXPENSES

Tuition fees are £3,039 p.a. for overseas students and £1,144 for British students. (These fees are subject to increases.) Living expenses, including accommodations, board, books, and so forth, are at present around £3,000 p.a.

FINANCIAL ASSISTANCE

The department is recognized by the SRC for the purpose of awards. A very limited number of college and industrial bursaries are available to highly qualified students. The department is a participant in the special Bank Loan Schemes that have been set up to assist students in financing themselves in selected management courses.

PLACEMENT

The department works in close liaison with Imperial College Careers Appointment Board which is in contact with most leading British companies and a wide selection of overseas companies about employment opportunities.

CORRESPONDENCE

For further information or to request an application for admission, write

The Registrar
Imperial College of Science and Technology
London SW7 2AZ, England

INDIANA CENTRAL UNIVERSITY

INDIANAPOLIS, INDIANA

Indiana Central University was founded as a coeducational, private, liberal arts institution in 1902. The university is affiliated with the United Methodist Church. Indiana Central University is fully accredited by the North Central Association of Colleges and Secondary Schools, the Department of Public Instruction of the State of Indiana, and the National Council for the Accreditation of Teacher Education.

Indiana Central University is located in a residential area about 10 minutes from the heart of Indianapolis. A location in the capital city of the state of Indiana has many advantages for the student both academically and professionally because Indianapolis is the government, financial, and business hub of the state.

PROGRAM OF STUDY

The Master of Business Administration (M.B.A.) program is administered by the Department of Business Administration and Economics through the Graduate Division of the university. Two part-time programs, an evening and an executive, are offered by Indiana Central University.

The evening program utilizes classes Monday through Thursday from 5:30 p.m. to 8:30 p.m. Students normally take five classes a year during the two regular semesters and two summer sessions.

Classes in the executive program meet on selected Fridays and Saturdays during the day and do not use the university's regular academic calendar.

Although the content of the two programs is the same, somewhat different criteria are used for admission to each program. The executive program is designed for the manager who has been vocationally active for at least 10 years. The evening program is open to anyone who meets the entrance requirement.

Students are provisionally admitted to the program until they have successfully completed six courses with a grade-point average of at least 9.000 (B). At this point, students are admitted to degree candidacy or are placed on probation. The probational student must follow the path designed by the Graduate Council as to how degree candidacy can be achieved.

A student may be required to take a comprehensive examination which serves as output control. Each student's examination will consist of those areas judged to be of marginal proficiency. The basis for determining student ability will be the grade-point average of course work and comments recorded on rating forms.

There are no general survey-type courses in the program. Three tracks of studies: (1) management with marketing overtones, (2) economic decision making, and (3) accounting/finance insights, are blended into a computer-augmented capstone course. This simulation is designed to require students to synthesize individual projects and learning processes with which they have been involved. The aim of the simulated experience is to provide students with practical but educationally sound decision-making tools.

The school year is divided into two 14-week semesters and two 7-week summer sessions. An M.B.A. class begins each September and January. The normal evening student load is two classes in each of the regular semesters and one class in either of the two summer sessions.

ADMISSION

The university admits students of any race, color, national, and ethnic origin to all the rights, privileges, programs, and activities generally accorded or made available to students at the university. It does not discriminate on the basis of race, color, national, and ethnic origin in administration of its educational policies, admissions policies, scholarship, and loan programs. The university welcomes applications from men and women who have graduated with a minimum of a baccalaureate degree from an accredited institution.

A minimum undergraduate grade-point average of 7.000 (C+) is required. The student's major and the last two years of undergraduate work will be emphasized in the evaluation of undergraduate credits. The Graduate Management Admission Test is required for admission.

Students without academic proficiency in accounting/finance, economics, or mathematics/statistics will be required to take basic courses in these areas before being fully admitted to the program. Some of these courses may be counted toward the M.B.A. degree.

Students with an undergraduate average between C+ and B may be required to take preliminary courses in order to build up academic deficiencies.

EXPENSES

The current tuition cost is $61 per credit hour. At this rate the M.B.A. degree tuition fee is $2,562. A $5 registration fee is charged each time the student registers. Currently, all students are commuters who have full-time occupations. Residency is possible for those students who wish to pursue full-time study during the evening.

FINANCIAL ASSISTANCE

There is no financial assistance at the present time due to the part-time nature of the program. The tuition costs are approximately one-third of the daytime rate. Students in the program basically are fully employed individuals.

PLACEMENT

A full-time director coordinates both job placement upon graduation and part-time employment for students currently enrolled in the university. Career counseling and placement are available to any student enrolled at Indiana Central. The placement director coordinates the interview between students and firms visiting the campus as well as directing students to part-time employment.

CORRESPONDENCE

For further information or to request an application for admission, write or call:

Director, M.B.A.
Graduate Division
Indiana Central University
1400 East Hanna Avenue
Indianapolis, Indiana 46227
Telephone: 317-788-3368 (S-T-U-D-E-N-T) or
317-788-3340

INDIANA STATE UNIVERSITY

TERRE HAUTE, INDIANA

The School of Business at Indiana State University was organized in September 1964 by action of the Indiana State University Board of Trustees. In a few short years, the School of Business has achieved a position of leadership in the emerging university. Indiana State University has a total enrollment of approximately 12,500 with well over 2,500 students in the School of Business.

PROGRAM OF STUDY

The Master of Business Administration (M.B.A.) degree is offered by the School of Business at Indiana State University. The M.B.A. program has an approximate annual enrollment of 150. Although the graduate program has experienced considerable growth in a very few years, graduate students are still afforded the opportunity to work closely with the faculty in varied academic activities. Graduate students also benefit from an extensive computer center and an expanding university library.

In addition to serving full-time graduate students, our extensive evening program offers part-time graduate students the opportunity to further their academic training while maintaining full-time employment.

The M.B.A. curriculum offers a three-level program of study designed to be responsive to the student's previous academic training and his professional goals. The intent of the curriculum is to provide breadth of knowledge and understanding of the processes and problems of business decisions. To accomplish this end, a variety of instructional techniques are used in the following areas: (1) instruction in the major functions of business—finance, marketing, and production; (2) instruction in the use and application of decision-making tools—the behavioral sciences, quantitative analysis, and research methods; (3) instruction in the economic, social, and legal environment of business; and (4) instruction requiring integration of all of the above through business policy formulation and administration.

Level I (21 hours) of the M.B.A. program includes the management foundation courses. These courses are designed to provide the background required to complete the M.B.A. degree. The foundation courses are required of students who lack the necessary prerequisite background.

Level II (27 hours) of the M.B.A. program provides an integrated core of required courses. Courses at this level are intended to develop in the student a degree of professional competence in the various business disciplines commensurate with the purposes of the M.B.A. degree.

Level III (6-9 hours) of the M.B.A. program permits the student, through electives, to tailor a portion of his or her program in accordance with his or her special interests. The student also has the option of writing a thesis in selected areas for which six hours' credit can be granted.

Depending on the student's academic background, his program of study may range from a minimum of 36 graduate semester hours up to a maximum of 54 graduate semester hours.

ADMISSION

A prospective candidate for the M.B.A. degree must fulfill all the requirements for admission to the School of Graduate Studies and present to the School of Business satisfactory scores on the Graduate Management Admission Test (GMAT). Unconditional admission requires a minimum undergraduate index of 2.50 (4.00 = A) and satisfactory GMAT scores in conformance with AACSB admission standards.

When making application, the student should address his correspondence to the Dean of the School of Graduate Studies. Application must be made 30 days prior to first registration.

EXPENSES

Residents of Indiana pay a combined contingent, student service, and building facilities fee of $40 per semester hour. Nonresident students pay $87.50 per semester hour. All charges are subject to change without notice.

Room and board costs are approximately $1,450 per academic year. One- and two-bedroom apartments for married students range from $150 to $250 monthly.

FINANCIAL ASSISTANCE

The university offers a number of graduate assistantships to the most qualified applicants. The stipend for the academic year is $2,800 to $3,300 with remission of all except nominal service fees. In general, to qualify for an assistantship, the student must have a minimum overall undergraduate index of 2.75 (4.00 = A). The graduate student interested in securing a loan should contact the Director of the Office of Student Financial Aids. Admission to the School of Graduate Studies is a prerequisite to the processing of an application for a loan.

PLACEMENT

The university maintains a Placement Office staffed by professional coordinators who facilitate the placement of students and alumni in responsible positions with business and industry.

CORRESPONDENCE

For further information, write to
Director, M.B.A. Program
School of Business
Indiana State University
Terre Haute, Indiana 47809
Telephone: 812-232-6311, extension 7423

INDIANA UNIVERSITY

BLOOMINGTON AND INDIANAPOLIS, INDIANA

Since its inception in 1936, the Graduate School of Business at Indiana University has grown to a faculty of 150, teaching more than 700 candidates in residence and an additional 400 candidates in the Career Integrated Program during evening hours. Many of the more than 5,000 Master of Business Administration (M.B.A.) graduates hold positions of leadership in business and government throughout the world.

PROGRAM OF STUDY

The M.B.A. program is designed to ensure that students become well equipped with skills to analyze, anticipate, and innovate. The philosophy of the M.B.A. program is to combine the conceptual and practical approaches to business which will be required of the M.B.A. degree holder throughout his or her professional managerial career. To that end, the curriculum of the M.B.A. program at Indiana University provides both structure to insure a common training in key business areas and flexibility to recognize diversity and specialization.

The student's first year is constructed to emphasize learning the disciplines essential to business decision making as well as understanding the key functional areas of business operations. The core courses for the first year include the tool areas of accounting, managerial economics, management science, information systems, and organizational behavior and theory as well as basic business functions of finance, marketing, and operations. Students are eligible for exemption from any first-year courses based on prior course work or exemption examination results administered prior to commencing the program.

The second year of the program minimizes structure by reducing core requirements and emphasizing specialization in one of several areas of concentration (called tracks). Second-year core requirements consider the philosophies, goals, and policies which guide the activities of the organization as well as the environment of business. These courses include macroeconomics analysis and forecasting, the legal environment, and policy formulation.

At the beginning of the second year, each M.B.A. candidate selects a track which provides for developing a student's academic background consonant with future career objectives. Students may choose between a more industry-related area (such as banking or insurance) and a functional management area (such as finance or marketing). While some tracks are general, others are more specific (for example, management vs. taxation and tax planning).

Methods of instruction are designed to provide the student with exposure to various instructional techniques. The lecture/discussion method is used as well as computer simulations, field projects, and the case method.

ADMISSION

Admission to the M.B.A. program is highly selective and is designed to identify those applicants who have the maturity, ability, and interest to meet successfully the rigors of the M.B.A. program. Indicators of success in the program include the individual's undergraduate record (the mean GPA is 3.32), the GMAT score (mean is 80th percentile), work experience (mean is two years), letters of recommendation, statements of personal assessment and career objectives, and extracurricular and/or service activities.

Admission to the D.B.A. program is on a competitive basis.

Deadlines for receipt of admission applications and supporting materials are April 15 for fall semester and November 1 for the spring semester.

EXPENSES

The minimum budget for one academic year for a single graduate student residing in university housing is approximated as follows:

Tuition and fees (Indiana resident)	$1,038
Tuition and fees (out-of-state student)	2,652
Room and board	1,844
Books and supplies	285
Personal expenses	575
Total (Indiana resident)	$3,742
Total (out-of-state student)	$5,356

FINANCIAL ASSISTANCE

A limited number of assistantships are available to superior M.B.A. students. These assistantships carry a quarter-time service requirement and a stipend range of $1,100 to $2,750 per academic year, plus full or partial remission of fees. The assistants help the faculty members in research, grading, administrative, and related activities.

A number of associate instructorships are available to outstanding D.B.A. applicants. These instructorships carry a quarter-time service requirement, a stipend range of $2,500 to $4,200, and remission of fees. Associate instructors will generally be responsible for teaching one undergraduate class. The closing dates for applications requesting financial assistance are March 15 for the fall term and November 1 for the spring term.

PLACEMENT

The Business Placement Office at Indiana University is nationally recognized for its effectiveness in assisting graduates in securing employment that matches their interests and abilities. M.B.A. graduates receive career and placement counseling as well as interview preparation skills. Interviews for second-year degree candidates are conducted throughout the year by over 400 companies.

CORRESPONDENCE

For further information or to request an application for admission, write to

Director of Admissions and Financial Aids
Graduate School of Business, Room 254
Indiana University
Bloomington, Indiana 47405

INDIANA UNIVERSITY AT SOUTH BEND

SOUTH BEND, INDIANA

The purpose of the program leading to the Master of Science degree in business administration at Indiana University at South Bend is to prepare the qualified candidate for a professional career in business management. The program thus provides high-level graduate education for persons who have already demonstrated a potential for assuming responsible business leadership in a dynamic environment.

The M.S. program in business administration is designed to accommodate adults who are employed in positions of responsibility and who are pursuing graduate education concurrently with their employment. Most of these candidates will enter the M.S. program because either their present or future positions will require increased managerial competence.

PROGRAM OF STUDY

The M.S. program is keyed to the needs of the candidate who has just assumed or is preparing to assume additional broad managerial responsibilities. The candidate's work experience is considered an integral part of the total educational experience and is pursued simultaneously with the course work on which the program is built. Consequently, candidates who are employed normally should plan to restrict their formal classroom load to no more than six credit hours per semester.

The program, building on this experience base, provides a broad foundation of theory and tools required for modern managerial decision making. This study is followed by work in the functional areas that emphasizes their interrelationships in administrative policy decision. There is only limited opportunity for specialization; instead the program seeks to further develop the initiative and creativity of each candidate to bring his potentialities to the highest level.

The sequence of courses is paced over a three-year period, although students may accelerate the pace. The degree must be completed within five years of either beginning graduate-level courses or from the date of admission to the M.S. program, whichever comes first. Individual circumstances will be weighed for any extensions requested.

The basic M.S. program consists of 36 credit hours covering 6 areas of competence. Minimum requirements in each area are shown below:

Area of Competence	*Minimum Units* Required*
Theory of the firm and managerial tools:	
systems analysis, statistics, accounting, microeconomics	3
Behavioral sciences:	
organization behavior, organization theory	1
Business environment:	
legal, macroeconomics	1
Functional decision areas:	
finance, marketing, production	2
Managerial coordination:	
administrative policy	1
In-depth study and specialization:	
electives (which may be selected from the categories above)	4
Total units required	12

*A unit normally consists of three hours of graduate credit.

ADMISSION

Admission to the M.S. in business administration program is limited to students of demonstrated aptitude, ability, and scholarship. Applicants must hold a baccalaureate degree and must take the Graduate Management Admission Test (GMAT). Some applicants—generally those with little or no academic background in business areas—will be required to supplement the basic M.S. program with additional graduate or undergraduate work. Additional course work could total a maximum of 15 credit hours.

A committee on admissions acts individually on each application to the program and selects for admission only those who show strong promise for success in graduate study. The committee takes into account the applicant's: (a) performance on the GMAT, (b) undergraduate scholastic record, (c) rank in his collegiate graduating class, (d) professional activities and performance, including management work experience, and (e) other evidence that may indicate the applicant's aptitude for graduate study.

Candidates may begin the program in January, May, or August. Deadlines for submission of applications have been established as follows:

Fall Semester	July 15
Spring Semester	November 15
Summer Sessions	April 15

EXPENSES

Per credit hour	*In-state*	*Out-of-state*
Tuition	$40	$70

PLACEMENT

Information about employment in specific career fields is available from any of these locations: placement offices, deans' offices, and/or department chairmen.

CORRESPONDENCE

For application forms, write to

Dr. John R. Swanda, Jr.
Director of the M.S. Program in Business Administration
Division of Business and Economics
Indiana University at South Bend
1700 Mishawaka Avenue
South Bend, Indiana 46615

INDIANA UNIVERSITY NORTHWEST

GARY, INDIANA

The Indiana University Northwest (IUN) Division of Business and Economics has an aggressive, dynamic, multidisciplinary Master of Science in Business Administration (M.S.B.A.) degree program. This program has been designed to serve contemporary needs and conceptualized to address futuristic perspectives. Students will acquire the knowledge and skills they may expect to utilize as effective administrative and managerial scientists in their daily endeavors. The program appeals especially to persons already employed and who wish to acquire increased competence and breadth in decision making. The various disciplinary areas of the M.S.B.A. degree emphasize instruction in using the tools, concepts, and languages of a number of diverse fields, and the recipient of the degree will gain a comprehensive facility in contemporary administrative and managerial techniques.

PROGRAM OF STUDY

Each M.S.B.A. candidate is required to complete a minimum of 36 graduate-level credit hours. Each student's program will be tailored to meet his individual needs and desires. To be graduated, a student must maintain a 3.0 (A = 4.0) average at all times. It is possible for a student to enroll for one or more graduate courses during any one semester. Also, students with special needs may be admitted as nondegree-seeking students with the permission of the Graduate Committee.

All students will complete a common body of knowledge (CBK) in the field of business administration. In certain cases, several or all courses in the CBK may be waived as individual case histories are reviewed.

Students may select a major field of concentration from one of the following: tax accounting, personnel and industrial relations, and general administration. The course work in the major field of concentration will generally be taken during the latter part of the student's graduate studies.

ADMISSION

Admission to the M.S.B.A. program is limited to students who demonstrate an exemplary level of aptitude, ability, and scholarship. The M.S.B.A. programs are designed to be significant challenges for all those admitted; therefore, a strong foundation in the courses that constitute the CBK and associated areas will enhance the student's prospects of success. Applicants must hold baccalaureate degrees, take the Graduate Management Admission Test (GMAT), provide one letter of reference, and pass a stringent review by the Graduate Committee. Each applicant must arrange to have one official transcript from each school he or she has attended forwarded to the Office of Graduate Studies in Business.

Candidates may enter the program during the fall or spring semester. It is recommended that the GMAT be taken in October, January, or March for admission in the following fall semester and in July for the following spring semester.

A committee on admission acts individually on each applicant and selects for admission only those who show promise for success in a dynamic graduate studies program. The committee takes into account the applicant's performance on the GMAT, undergraduate scholarship record, any graduate scholarship record, professional activities and performance, and such other evidence the candidates may submit to indicate aptitude for study at the graduate level.

EXPENSES

Fees are paid at the time of registration each semester and are subject to action by the Board of Trustees. Currently, Indiana residents pay $37 per graduate credit hour and nonresidents pay $76 per graduate credit hour. It is the practice of many firms in northwest Indiana, Illinois, and Michigan to reimburse their employees for the cost of acquiring the M.S.B.A. degree.

PLACEMENT

IUN has a comprehensive Placement Bureau which is available to all M.S.B.A. students and alumni.

CORRESPONDENCE

For further information about the M.S.B.A. program offered at Indiana University Northwest, write or call

Peter F. Kesheimer
Director of Graduate Studies
Division of Business and Economics
Indiana University Northwest
3400 Broadway
Gary, Indiana 46408
Telephone: 219-980-6635

INDIANA UNIVERSITY OF PENNSYLVANIA

INDIANA, PENNSYLVANIA

Indiana University of Pennsylvania (IUP), the state-owned university in the Commonwealth of Pennsylvania's Higher Education System, has a distinguished history of over 100 years of service to the state and the nation. The university combines the adantages of a lovely rural setting within easy commuting distance into a major metropolitan center. The university is located in Indiana, Pennsylvania, a community of 26,000 about 55 miles northwest of Pittsburgh and 30 miles north of Johnstown. Situated in the Allegheny foothills, Indiana has a moderate climate conducive to study the year round and a wide variety of historical, cultural, and recreational facilities both immediately at hand and in neighboring population centers.

PROGRAM OF STUDY

The Master of Business Administration (M.B.A.) program is intended to serve the needs of junior and intermediate level business executives seeking additional knowledge and skills to do a more efficient job of problem solving and managerial decision making. Another important role of the M.B.A. program is to prepare students seeking advanced training in business management prior to entry into a business career.

Applicants holding degrees in business administration may usually enter directly into a 30 semester hour program of graduate study. Other students must complete a preliminary program of business studies which may require up to an additional 31 hours of study.

The program is offered on both part-time and full-time basis. Students may enter the program at the beginning of the fall, spring, or summer terms. Classes are offered both day and evening.

In the course of instruction, lecture, case method, computer simulations, planned projects, and field trips are used. In the Indiana University of Pennsylvania program, the student develops proficiency in various types of managerial skills. These include: analysis of problems by means of models provided by mathematics, accounting, economics, and behavioral sciences; use of various basic tools such as mathematics, the computer, and the English language; understanding of the various contexts of business activities including processes and institutions; organizational change and established patterns of behavior; understanding of the various contexts of business, such as, the legal, social, and ethical environments; and ability to synthesize and act on conclusions at a policy-making level.

ADMISSION

Admission into the program is based upon several criteria which include:

- undergraduate grade-point average
- score on the Graduate Management Admission Test (GMAT)
- responsibility and accountability in professional work
- motivation and ability to succeed in the M.B.A. program

EXPENSES

Tuition for full-time graduate students (9 to 15 semester hours) is $550 per semester. Part-time tuition is $62 per semester hour. An application fee of $10 must accompany the application form.

FINANCIAL ASSISTANCE

Contact the Director of Graduate Programs, School of Business, for information concerning graduate assistantships. Contact the Financial Aid Office for information concerning scholarships and loans.

PLACEMENT

The Office of Career Services, 302 Pratt Hall, is open to all IUP graduate students and alumni. Students and classes are invited to use the facilities and professional staff for assistance in career planning and development.

CORRESPONDENCE

For further information or to request an application for admission, contact

Director of Graduate Programs
School of Business
Indiana University of Pennsylvania
Indiana, Pennsylvania 15705
Telephone: 412-357-2520

INDIANA UNIVERSITY—PURDUE UNIVERSITY AT FORT WAYNE

FORT WAYNE, INDIANA

The Division of Business and Economics initiated the Master of Science in Business Administration (M.S.B.A.) degree program in 1968. The program is designed to accommodate individuals who are employed in positions of responsibility within the business community and who are pursuing a graduate education concurrently with their employment. To service this type of clientele, all graduate courses are offered in the evening and occasionally on Saturdays. From its inception the program has enjoyed a broad base of support and participation from the business community.

The M.S.B.A. program focuses upon the total management concept and provides a professional education in business for students who possess the baccalaureate degree in any discipline. For most students, the M.S. in Business Administration is a terminal professional degree designed to enhance their performance in present and future managerial positions. Increasingly, individuals employed in nonbusiness fields have utilized the M.S. program to broaden their academic training in order to enhance their prospects for a career in business.

Within a typical semester, there are more than 250 students taking classes with the average course load being approximately five hours. Slightly in excess of 20 percent of the students in the program are women. The students enrolled in the program come from a broad range of academic backgrounds and from a very diverse group of companies. The teaching staff consists of 21 full-time faculty members. Five part-time faculty members occasionally teach a class where the program needs and the individual's academic training are compatible.

PROGRAM OF STUDY

The M.S.B.A. program of study is divided into three sections: I. Common Body of Knowledge, II. General Competence in Management, and III. Electives. Students must complete all courses listed in Sections I and II of the program or have received prior academic credit.

Sections I and II contain courses presenting candidates with a broad foundation in theory, tools, and techniques as required for competent managerial decision making. Section III of the program provides an opportunity for the candidate to select at least nine hours of course work that apply to career goals, objectives, or personal interests.

The M.S.B.A. program requires a maximum of 48 credit hours for the candidate having no applicable waivers. A minimum of 36 hours is required of students who receive 12 hours or more of waivers. Distribution of hours is as follows:

		Hours
Section I:	Common Body of Knowledge	24
	Sequence A—15 hours	
	Sequence B—9 hours	
Section II:	General Competence in Management	15
	Sequence C—12 hours	
	Sequence D—3 hours	
Section III:	Electives	9
	Sequences E, F, and G	

If a student has completed course work encompassing material included in Sections I and II of the program, certain waivers may be granted. The student will be notified as to waivers granted when the application for admission is formally approved. In cases where the number of waivers exceeds 9 hours, additional elective credit beyond the 9 hours specified in Section III will be used to fulfill the 36 hours required for the completion of the program.

The minimum passing grade for any course taken for graduate credit is C. An accumulative index of 3.0 (4.0 = A) or higher in graduate work must be earned for continuation in good standing and graduation.

ADMISSION

Admission to the M.S. in Business Administration program is limited to students of demonstrated aptitude, ability, and scholarship. Every applicant is required to complete the Graduate Management Admission Test (GMAT). The admissions decision is based upon a composite evaluation of the applicant's undergraduate academic performance, as measured by the cumulative grade-point average (GPA) and the scores earned on the GMAT.

A committee of faculty members in the Division of Business and Economics assists the Director of Graduate Studies in Business in the making of admissions decisions. Admissions decisions will be made by August 15, December 1, and May 1 on applications submitted by the July 1, November 1, and March 1 deadlines, respectively.

Candidates may enter the program at the beginning of the fall, spring, or summer semesters. The application deadline for each of these semesters is July 1, November 1, and March 1, respectively. A completed application and all supporting documents must be submitted by the established deadline date. If the GMAT scores are not available by the deadline, the scores from the test period which immediately follows will automatically be incorporated into the admissions file when received. An official transcript for each college attended is also required.

EXPENSES

An admission fee of $15 is required of all new applicants for admission to Indiana University. Those who have previously attended Indiana University as regularly admitted students will not be required to pay this fee. Tuition fees are assessed at the current rate of $37 per credit hour of enrollment in graduate courses. Students whose residence is located outside Indiana must pay $75 per credit hour. Applicants to the M.S. program, who have recently moved into the Fort Wayne area, will be granted resident status if it can be established that their move was a condition of employment with their present employer.

PLACEMENT

A placement office is available and may be used by the M.S.B.A. degree candidates who are seeking initial placement or by alumni considering a job change.

CORRESPONDENCE

For further information and application forms, address

Director of Graduate Studies in Business
Indiana University—Purdue University at Fort Wayne
Neff Hall, Suite 340
2101 Coliseum Boulevard East
Fort Wayne, Indiana 46805

INSEAD—THE EUROPEAN INSTITUTE OF BUSINESS ADMINISTRATION

FONTAINEBLEAU, FRANCE

INSEAD—the European Institute of Business Administration—was founded in 1958 by a group of European business leaders supported by the Paris Chamber of Commerce and inspired by Professor Georges Doriot from Harvard. It was founded to answer the growing management education needs of European businessmen at a time when a new Europe was being built.

PROGRAM OF STUDY

Among the large range of programs now offered by INSEAD the Master of Business Administration (M.B.A.) program remains the most important with over 230 participants enrolling each year.

The M.B.A. candidate who chooses INSEAD will do so for three reasons:

- because its degree is highly regarded round the world;
- because the M.B.A. program lasts just one year; and
- because INSEAD is an international and specifically European business school in which the learning environment encourages the participants to develop an awareness of the deep changes affecting business decisions in Europe and round the world.

INSEAD's teaching staff come from more than 15 countries and the M.B.A. participants from 30. From this diversity of attitudes, values, and knowledge springs confrontation which is the substance on which the self-examination and change of attitude of each participant are founded. From the outset, students form work groups of about six people, selected to maximize the variety of national, educational, and professional backgrounds within each group. This is their first encounter with the continuing feature that is unique to INSEAD: the need to work with and learn from individuals having widely different backgrounds.

The course is divided into five periods. Each ends with written examinations which are graded; grades are also given for individual and group assignments and for classroom participation. Maintaining a satisfactory average grade is essential to graduation.

Initially emphasis is on the compulsory courses: accounting, computing, organizational behavior, statistics, marketing, finance, planning and control, operations research, and business policy as well as an INSEAD speciality, the European business environment. Later in the year students choose from a wide range of optional courses. INSEAD's aim is to concentrate on real current management problems. Teaching, at one time largely based on the case method, has in recent years become more flexible and varied. Lectures, audio-visual programs, simulation techniques, interactive computer terminals, closed-circuit TV, and language laboratories are all used, and students are required to prepare assignments and presentations.

ADMISSION

Candidates for the M.B.A. program normally have the following qualifications:

- They hold a university degree or professional qualification. Candidates without a degree can be admitted if they have at least five years' experience which has led to a position of responsibility.
- They have two or three years' professional or business experience. Even so, about a quarter of each class are participants with an outstanding academic record and who are unusually mature, but who have little or no practical experience.
- They must have fulfilled all military obligations.
- They are fluent in English and French. A knowledge of German is an advantage.

Applications from candidates who do not speak German are considered in the normal way; if accepted, they will be asked to gain a working knowledge of German during the year. Given these criteria, applicants are normally between 24 and 31 years old.

Deadline for applying is March 1. The program starts the following mid-September and runs until mid-June.

EXPENSES

For the academic year 1979-1980 the tuition fees, including books, were FF 30,800 ($7,500). Residence and food amounted to approximately FF 20,000 ($4,800).

FINANCIAL ASSISTANCE

No potential participant with a reasonable future earning capacity should be denied coming to INSEAD for financial reasons. There are three kinds of financial aid:

- scholarships—a limited number available from various sources, particularly for women;
- bank loans which are the major source of finance for participants (In many countries INSEAD has special arrangements with banks to facilitate loans.);
- INSEAD loans—administered directly by INSEAD as a lender of last resort.

PLACEMENT

INSEAD has a placement office to help its M.B.A. graduates, and each year over 200 organizations from throughout the world come to recruit in Fontainebleau.

CORRESPONDENCE

For all further information, write to

INSEAD
Admission Office
Boulevard de Constance
F-77305 Fontainebleau Cedex, France

JACKSON STATE UNIVERSITY

JACKSON, MISSISSIPPI

Jackson State University's School of Business and Economics was established in September of 1972. The Master of Business Administration M.B.A. program was initiated at the same time. Jackson State University is a state-supported university offering degree programs through the master's level.

PROGRAM OF STUDY

The M.B.A. degree progam is primarily a general business program stressing the quantitative aspects of management decision making. All students are required to complete courses in mathematical analysis, statistics, and computer applications in management, which structure the quantitative core of the M.B.A. degree program.

Students are required to complete a core of nine three-credit courses; each student may elect three courses either within the areas of business and economics or in any other field he chooses to supplement his core curriculum.

Completion of the M.B.A. degree program requires a total of 36 semester hours of course work and completion of the Graduate Written Comprehensive Examination in Business.

ADMISSION

Applicants for admission to the M.B.A. degree program must (1) submit a score on the Graduate Management Admission Test, (2) have completed requirements for a bachelor's degree in a field of business or economics or complete remedial course work at the undergraduate level in business, (3) file an application for admission with the Graduate School including official copies of all transcripts, (4) complete and pass the English Competence Examination which is administered on the Jackson State University campus each semester, and (5) submit three letters of recommendation to the Graduate School with the application for admission.

FINANCIAL ASSISTANCE

Graduate assistantships and graduate work-study positions are available for M.B.A. degree students who intend to carry a full course load in the program every semester. These awards will be granted on the basis of demonstrated academic excellence at the undergraduate level and financial need. Each award carries with it the responsibility to work under a member of the Graduate Faculty in the Department of Business Administration in a research or classroom assistance capacity.

PLACEMENT

Placement of M.B.A. degree recipients from Jackson State University is performed through the Business Administration Department and through the Placement Office.

CORRESPONDENCE

Inquiries should be addressed to
Dr. J. R. Smith
M.B.A. Program Director
Jackson State University
Jackson, Mississippi 39217
or
Dr. Oscar Rogers
Dean of the Graduate School
Jackson State University
Jackson, Mississippi 39217

JAMES MADISON UNIVERSITY

HARRISONBURG, VIRGINIA

James Madison University is a state-supported, coeducational university of 8,800 students located in the beautiful Shenandoah Valley of Virginia. Harrisonburg, Virginia, is a town of 17,000 in a rural setting. The region is alive with history and unrivaled in natural beauty. Three major metropolitan areas, Washington, D.C., Richmond, and Roanoke, are within a two-hour drive of the campus.

PROGRAMS OF STUDY

James Madison University offers programs leading to the Master of Business Administration (M.B.A.) and Master of Science in Accounting (M.S.A.) degrees.

The primary purpose of the Master of Business Administration program (30-57 credits) is to promote the self-development of managers in business, industry, and government. M.B.A. program requirements are in two phases. Applicants may be exempted from any or all of the nine Phase A courses by appropriate undergraduate preparation in business and economics, or by exemption tests. No Phase A course may be used as an elective in Phase B.

Semester Hours

Phase A 27

ECON 524 Economic Analysis
MGT 506 Quantitative Analysis I
MGT 507 Quantitative Analysis II
ACTG 515 Financial Accounting
MKTG 574 Marketing Analysis
FIN 555 Financial Management
ACTG 509 Legal and Social Environment of Business
MGT 510 Computers in Management
MGT 512 Management of Organizations

Semester Hours

Phase B 30

MKTG 674 Marketing Management
FIN 655 Corporation Finance
ACTG 673 Managerial Accounting
MGT 605 Operations Analysis
MGT 690 Business Policy
One economics course selected from:
ECON 620 Macro Theory and Economic Policy
ECON 624 Managerial Economics
ECON 650 Economics of the Firm

Twelve additional credits of business and economics electives (excluding Phase A courses) or six credits thesis and six credits electives are required. These 12 hours of electives may be chosen in a particular field of study (accounting, economics, finance, management, or marketing) and thereby achieve a concentration in this field.

The primary purpose of the Master of Science in Accounting program (33 credits) is to promote the self-development of professional accountants in business, industry, and government.

M.S.A. program requirements consist of any required prerequisites and the course work of the program itself. Admission is limited to individuals possessing a baccalaureate degree in business or economics with a concentration or major in accounting (or the equivalent through prerequisite courses taken or exemption tests.)

The course work for the M.S.A. program consists of a common core and electives with a thesis option.

Semester Hours

M.S.A. Core Requirements 15

MGT 507 Quantitative Analysis II
ECON 624 Managerial Economics
FIN 655 Corporation Finance
ACTG 675 Accounting Theory
ACTG 694 Accounting Systems

Electives/Thesis Requirements 18

Eighteen additional credits at the graduate level are required. Of these, 12 must be chosen from course offerings in accounting or 6 credits thesis and 6 credits accounting electives. The remaining 6 credits may be chosen from among any business and economics electives (or electives from other fields of study with approval of an advisor).

ADMISSION

In general, admission is based upon a combination of the Graduate Management Admission Test (GMAT) score and undergraduate grades as suggested by the AACSB. Each applicant is reviewed individually, however, and consideration will be given for employment experience, motivation, and personal objectives. A personal interview is not required, but applicants with particular questions are encouraged to visit the school. No specific undergraduate courses are required.

Applications are processed on a continuous basis, and students may enter the program in September, May, or January. There is no deadline for applications. Students who have Phase A courses waived may complete the degree requirements in 12 months of full-time study.

EXPENSES

Tuition for the 1980-81 academic year was $38 a credit hour for Virginia residents and $59 a credit hour for nonresidents. While 9 hours is a full load, students who desire to finish their program as rapidly as possible may take 12 hours a semester. No campus housing is available for graduate students, but housing is readily available in the community. A minimum budget, excluding tuition, is estimated at $200-225 a month.

FINANCIAL ASSISTANCE

The school has available a limited number of graduate assistantships for students. In addition, regular federal and state loan programs are available. Applicants requiring more detailed information should write the Office of Financial Aid.

PLACEMENT

A placement office is available to aid students. Numerous private and governmental organizations recruit regularly on campus.

CORRESPONDENCE

For additional information or to request an application for admission, write

Coordinator, Graduate Programs
School of Business
James Madison University
Harrisonburg, Virginia 22807

JOHN CARROLL UNIVERSITY

UNIVERSITY HEIGHTS, OHIO

John Carroll is a Jesuit university located in University Heights, Ohio. Maintaining the Jesuit tradition of personal interest in the individual, the university promotes the ideal of broad intellectual experience culminating in its students' informed intelligence, appreciation of spiritual values, and a fuller realization of their responsibilities to society.

In keeping with this tradition, John Carroll University opposes all forms of racism and discriminatory practice based on color, ethnological considerations, social level, sex, or national origin that react or could react disadvantageously on any individual or group. Its commitment to Catholic education makes it an active proponent of the corresponding religious beliefs but likewise embraces the ecumenical spirit that officially marks the Church's attitude toward other creeds. By reason of an unchanging tradition and firm policy, John Carroll University congenially welcomes the positive assertion in the contemporary American milieu of all human rights as inhering in the person apart from racial or environmental factors.

As an integral part of the university, the Graduate School attends to the academic tradition of conserving man's knowledge and of faithfully transmitting it, while at the same time, and in proportion to its resources, it encourages the generation of new knowledge through stimulating inquiry and supporting intellectual quest.

The Graduate School views advanced study as a preparation for the intellectual and professional life. It structures its degree programs so that they will provide, ideally, breadth as well as depth in graduate studies, the mastery of essential research techniques, and the ability to communicate effectively the results of creative scholarship. In addition, certain programs provide for the development of special skills and practices.

John Carroll University is an accredited member of the North Central Association of Colleges and Secondary Schools and likewise certified by the Ohio State Department of Education for the training of elementary and secondary school teachers. It is also accredited by the National Council for Accreditation of Teacher Education for the preparation of elementary and secondary school teachers, counselors, principals, and supervisors with the master's degree as the highest degree approved.

In addition to many other affiliations in specialized areas and disciplines, the university holds memberships in the Council of Graduate Schools in the United States, the Midwest Association of Graduate Schools, the Ohio College Association, the Association of American Colleges, the Association of Jesuit Colleges and Universities, the National Catholic Educational Association, the American Council on Education, the American Association of Collegiate Registrars and Admissions Counselors, and the Association of College Admissions Counselors.

PROGRAM OF STUDY

A master's program in business, leading to the degree, Master of Business Administration (M.B.A.), is offered by the School of Business. The purpose of the program is to educate men and women for competent and responsible execution of managerial duties. Its primary aim is to develop the generalist manager. The program is designed specifically for those who are presently employed and who wish to obtain an advanced degree on a part-time basis, without interruption of work.

Students following the M.B.A. program must complete the following 10 graduate courses: Managerial Accounting, Managerial Practice, Quantitative Methods for Management Decision Making, Problems of Financial Management, Organizational Behavior, Social Values in a Business Society, Corporate Strategy and Long-Range Planning, Managerial Economics, Money, Income, and Governmental Policies, and Problems in Marketing Management.

ADMISSION

The program is open to men and women graduates of any accredited university, regardless of undergraduate major, who show high promise of success in graduate work. In order to accommodate those who do not have the necessary prerequisite work in accounting, economics, quantitative analysis, marketing, finance, and management, a series of special courses has been designed to provide this basic common body of knowledge.

Applicants must meet the following specific requirements:

- a score of at least 450 on the Graduate Management Admission Test (GMAT),
- undergraduate point average of at least 2.5 based on a 4.0 scale, and
- at least three years of full-time work experience after the baccalaureate.

EXPENSES

Tuition and fees include the following:

Application fee	$ 20
Tuition	
Prerequisites, per credit hour	111
Graduate, per credit hour	125
Degree evaluation and graduation fee	35

CORRESPONDENCE

For further information on the M.B.A. program at John Carroll University, write

Director, M.B.A Program
School of Business
John Carroll University
University Heights, Ohio 44118

KANSAS STATE UNIVERSITY

MANHATTAN, KANSAS

Kansas State University has a current student body of approximately 19,000. Manhattan, located in the hills and among the lakes of northeast Kansas, is a city of approximately 40,000. All graduate programs at Kansas State University fall within the Graduate School.

The College of Business Administration, founded in 1962, offers two programs of study at the graduate level. One program leads to the degree of Master of Business Administration and is designed to provide broad education in business management. Depth in a particular area is possible through electives. The second program, a Master of Accountancy, is designed to prepare graduate students for careers in public, industrial, or governmental accounting. Both programs require a minimum of 30 hours for completion with additional hours required for those who have undergraduate degrees in an area other than business or accounting.

PROGRAMS OF STUDY

The Master of Business Administration with emphasis in business management is designed to prepare executives for careers in business, government, and industry. The program has seven required core courses, including quantitative and analytical tool courses and courses in each of the functional areas of business. Upon completion of the core courses, a student has the option of taking additional elective courses to meet the minimum degree requirements or writing a master's thesis. After completing the program of study, a graduate student must pass comprehensive examinations to become a candidate for the degree.

A Master of Accountancy student is required to complete a 30-hour core of course work with a minimum of 15 hours in accounting at the graduate level. Remaining course work is taken in the areas of finance, management, and quantitative tools. Students entering the program with an undergraduate degree in accounting can normally complete the degree in one calendar year. Students in accounting can arrange their program of study to meet Kansas State Board of Accountancy requirements allowing them to receive their C.P.A. certificate upon successful completion of the master's degree and passing the C.P.A. examination.

The college operates on a semester system and instruction begins in late August. Part-time and evening offerings are available. Admission and matriculation can take place in August, January, or June.

ADMISSION

Admission to graduate study at Kansas State University is granted on three bases: full standing, provisional, or probational. Recommendations concerning an applicant's qualifications and admission are made to the Dean of the Graduate School by a faculty committee of the College of Business Administration. The final decision regarding admission of an applicant is made by the Dean of the Graduate School.

Admission in full standing to graduate study in business and accounting normally requires a minimum overall grade-point average (GPA) of 2.75 and a GPA of 3.0 (B average) for the last two years of undergraduate work in an institution whose requirements for the bachelor's degree are substantially equivalent to those of Kansas State University.

Provisional admission may be granted to applicants who have subject matter deficiencies in undergraduate preparation. Normally these deficiencies will be made up by enrolling in courses for undergraduate credit.

The Graduate Management Admission Test (GMAT) is required of all applicants. A total of at least 1300 points is required based on the formula: undergraduate GPA × 100, plus upper-division GPA × 200, plus the GMAT score. A student who is deficient on the basis of one of the admission criteria may still be considered for probational admission if he or she provides evidence of superior ratings on the other criteria.

Applications, including the GMAT scores, should be completed at least 60 days prior to expected enrollment date, although applications may be considered after this deadline. The deadline for foreign students is 120 days prior to expected enrollment, and the Test of English as a Foreign Language (TOEFL) score must be submitted with the application. A minimum score of 550 on the TOEFL is required.

EXPENSES

Expenses for graduate study at Kansas State University are largely dependent on the student's life style; however, general guidelines would include the following:

Per semester	*In state*	*Out of state*
Tuition and fees	$ 382*	$ 922
Room and board	1,500	1,500
Books and supplies	150	150
Total	$2,032	$2,572

*Subject to change for fall semester, 1981.

FINANCIAL ASSISTANCE

Aid is available through three sources: scholarships, teaching assistantships, and loans. The Office of Aids and Awards receives applications for loans and scholarships. The College of Business Administration receives applications for teaching assistantships. Stipends vary with the work responsibilities of the individuals selected. A College Work Study Program is also available to graduate students who meet CWSP requirements.

PLACEMENT

The Career Planning and Placement Center assists graduates in obtaining suitable positions in business, industry, and government. This office provides assistance in arranging interviews and allows continuous contact with graduates throughout their careers. The Office of Career Planning and Placement maintains active contact with a large number of public accounting firms, industrial firms, and government agencies.

CORRESPONDENCE

For further information or to request an application for admission, please write or call

Director of Graduate Studies
College of Business Administration
Kansas State University
Manhattan, Kansas 66506
Telephone: 913-532-6180

KELLER GRADUATE SCHOOL OF MANAGEMENT

CHICAGO, ILLINOIS

Keller Graduate School of Management is a private institution located in downtown Chicago and at four suburban locations. The downtown center is located within a short distance of Chicago's business community, the headquarters of many multinational corporations, and the vast cultural resources of the Chicago metropolitan area.

Keller Graduate School of Management offers an accelerated practitioner-oriented program leading to the Master of Business Administration degree (M.B.A.) Emphasis is placed on practical usable skills. Courses are taught by practicing business executives who combine management experience with a commitment to excellence in teaching.

PROGRAM OF STUDY

The objective of the program is to develop in its students a high degree of competence in the application of technical business skills and sound business judgment to the solution of business operating problems. The program prepares its graduates to contribute more effectively to the activities of their employer's organization by focusing upon functional business skills required to plan, analyze, and control company activities.

Traditional teaching methods, such as lectures and seminars, provide an initial exposure to basic business management concepts. Practice in analysis and decision making is obtained by selective use throughout the program of case analysis and directed class discussion sessions.

Graduation from the M.B.A. program requires successful completion of 15 courses. These include eight core courses, Accounting I and II, Financial Analysis and Control, Corporate Finance, Marketing Management, Management Applications of Electronic Data Processing, Managerial Statistics, and Business Economics. In addition to the core courses, students must successfully complete seven advanced courses. Of these seven, one must be an advanced accounting course and one must be the business planning seminar.

The business planning seminar, serves as an integrating exercise for the curriculum. In the seminar, students prepare a comprehensive proposal for an entirely new business entity, or for a new venture within an existing company.

In addition to the flexible regular program which is available in day, evening and weekend formats, Keller Graduate School offers the internship M.B.A. program. This program specifically addresses the needs of recent college graduates or others exploring career alternatives.

The internship M.B.A. program offers college graduates an intensive one-year educational experience which combines course work leading to the M.B.A. degree and two 10-week internships with Chicago area business firms. Tuition costs are partially underwritten by participating firms. The purpose of the program is to provide students with both a high quality management education and the experience needed to make intelligent career decisions.

In addition to course work and the internships, students are involved in a program of activities designed to assist them in achieving an informed and realistic approach to their career planning. To this end, students meet informally with executives representing a variety of firms and job categories, visit various financial and group career planning sessions designed to hone their skills in resume preparation, job searching, and interviewing.

ADMISSION

Admission to the program is open to qualified men and women who hold a bachelor's degree in any field or discipline. The institution seeks applicants who can demonstrate both the motivation and the ability to succeed in a business career. Thus, a personal interview is required of each candidate. Consideration is also given to previous academic performance, scores on the Graduate Management Admission Test (GMAT), and work experience (if any).

Keller Graduate School of Management offers five (10-week) academic terms per year. Except in the case of the internship M.B.A. program which begins in the fall term, students are admitted prior to the beginning of any term. This arrangement allows students to commence their studies less than 10 weeks after submitting their applications.

EXPENSES

Tuition for the 1980-81 academic year was $325 per course hour. There is no additional charge for out-of-state students.

Tuition costs for the internship M.B.A. program are partially underwritten by participating corporations. Students pay regular tuition for the first two terms (nine courses). However, effective the third term, tuition is paid by sponsoring corporations and participants receive a monthly stipend of $250 that will continue through the completion of the program (7 months). This reduces the students' net cash outlay by $1,750.

FINANCIAL ASSISTANCE

Financial aid is available for qualified students. Interested applicants should write the Director of Financial Aid at Keller Graduate School.

PLACEMENT

The school maintains an active placement office to serve the needs of its current students and alumni. Each year the office receives numerous inquiries and opportunities for its graduates in a wide range of business areas. The placement staff works closely with each student in the development and implementation of career goals.

CORRESPONDENCE

For additional information or to request an application for admission, please write or call

Dean of Admissions
Keller Graduate School of Management
10 South Riverside Plaza
Chicago, Illinois 60606
Telephone: 312-454-0880

KENT STATE UNIVERSITY

KENT, OHIO

Kent State University, founded in 1910, is the largest state university in northeastern Ohio. The proximity of the university to one of the most highly industrialized areas of the nation provides students with a tremendous opportunity for interaction with the business community as well as easy access to transportation and cultural facilities. More than 20,000 students attend the university's main campus, and approximately 8,000 attend one of the off-campus university centers. More than 2,400 undergraduate and 600 graduate students are enrolled in the College of Business Administration.

PROGRAMS OF STUDY

The Graduate School of Business Administration offers the following degree programs: Master of Business Administration (M.B.A.), Master of Public Administration, Master of Science in accounting, Master of Arts in economics, and Doctor of Business Administration (D.B.A.).

The Master of Business Administration program seeks to promote the self-development of potential executives for business, industry, and government and to prepare graduates for doctoral study. The 48 hours of course work is normally completed in 4 semesters of full-time study or 3 to 5 years of part-time study. The hour requirement may be reduced somewhat for those students with undergraduate business backgrounds. The development of expertise in a specific functional area of business is possible through field concentrations, which include three elective courses in the area of interest.

Both the Master of Business Administration program and the Master of Science in accounting program are designed for men and women with baccalaureate degrees in business administration or other disciplines. Admissions criteria and degree requirements are the same for both full-time day and part-time evening students. A minimum cumulative average of 2.75 (4.0 equals A) and acceptable scores on the Graduate Management Admission Test are required for admission. Applicants may begin the programs in any semester.

The Master of Science in accounting provides a higher degree of specialization in accounting than is possible under the M.B.A. program. The one-year full-time program for students with undergraduate degrees in accounting, and the two-year full-time program for students from other disciplines, are designed primarily for those who plan careers in public or industrial accounting. Studies in advanced areas of accounting are complemented by additional course work in economics, management, and quantitative methods.

The Doctor of Business Administration program is designed primarily for students who plan careers in university teaching and research. Admission is limited to highly qualified candidates who show outstanding potential for doctoral study and for later professional achievement. Most successful applicants have completed the master's degree, but outstanding baccalaureate degree holders are also considered. Factors considered in selection will include academic performance, scores on the Graduate Management Admission Test, recommendations, professional experience, and an interview.

D.B.A. fields of specialization offered include accounting, finance, marketing, organization and administration, economics, decision science, international business, and logistics. Each D.B.A. program also includes study in economic theory, quantitative methods, and behavioral sciences in business administration.

Students may enter the D.B.A. program in any semester. Application deadlines are March 1 for September or January entrants and February 1 for June entrants. The D.B.A. degree will require a minimum of three years of full-time study beyond the baccalaureate degree.

EXPENSES

Fees per academic semester for full-time students:

Residents of Ohio	$706
Nonresidents of Ohio	1,306

Part-time students are charged $69 per credit hour for residents of Ohio and $119 per credit hour for nonresidents.

The university maintains on-campus furnished apartments for married students and a graduate dormitory for unmarried students. Information about housing may be obtained from the Office of Student Residence Life.

FINANCIAL ASSISTANCE

Graduate assistantships include a partial waiver of the instructional fee and resident fee, in addition to the basic stipend. Graduate assistants pay the general services fees.

Stipends for master's candidates range from $1,500 to $3,000. Appointments may be renewed after a year of outstanding work. Stipends for D.B.A. students range from $3,300 to $5,400 per academic year.

Graduate students are also eligible for appointment to counseling staffs of residence halls. Stipends include room and board and fee privileges. Information may be obtained from the Office of Vice President for Student Affairs. Part-time employment for students is available. The university also maintains a number of student loan and scholarship funds.

PLACEMENT

The University Career Planning and Placement Center assists graduates in obtaining full-time employment. Hundreds of companies, including most major national corporations, conduct interviews on the campus each year. In addition, faculty members often assist in placing graduates with leading area and national firms.

CORRESPONDENCE

For further information, write or call

Director, Graduate School of Management
Kent State University
Kent, Ohio 44242
Telephone: 216-672-2282

LAKE FOREST SCHOOL OF MANAGEMENT

LAKE FOREST, ILLINOIS

The Lake Forest School of Management is a private non-profit educational institution located on the campus of Lake Forest College. The school, founded in 1946 as a co-operative venture of the industrial and academic communities, is supported by companies and other organizations in the north and northwest suburban Chicago areas. Students come primarily from the middle management of these organizations. Two master's degree programs are offered: a Master of Business Administration (M.B.A.) and a Master of Science in Management (M.S.M.). The school also offers a noncredit management development program. The programs, held on weekday evenings and Saturdays, are designed to raise the performance level of managers and better equip them to advance to higher levels. The school is accredited at the master's level by the North Central Association and the Illinois State Board of Higher Education.

The facilities of Lake Forest College, including the library, are available to students of the school. The city of Chicago, libraries of the many universities, and the national and international firms with offices in the area offer excellent resource opportunities for students.

PROGRAMS OF STUDY

The master's degree programs are designed to present the most up-to-date techniques and knowledge, covering the broad range of the managerial spectrum. The material is presented in a practical and pragmatic manner so that the students can readily apply their learning experiences to their current jobs. All the faculty have actual managerial experience, and all currently hold jobs or are consultants in industry. Direct feedback from the students at the end of each course—on the instructor, materials, teaching methods, and specific elements of the course content—is used to assure constant relevancy and maximum faculty standards.

The courses are designed to develop and heighten the students' analytical and decision-making abilities. Accordingly, classes are of an informal, seminar nature, with heavy emphasis on student participation. Instructional methods vary widely; case study, role playing, small team work, simulation, business games, films, and field research are used frequently. Whenever practical, discussions and outside projects are directly related to, and sometimes conducted in, the students' companies.

The curriculum is balanced among behavioral sciences, general management, and quantitative analysis. While their core curricula are identical, the Master of Science in Management degree program is slightly more quantitatively oriented than the Master of Business Administration degree program. Both programs stress general management, and have no majors, thesis, or comprehensive exam requirements.

Each of the courses carries four quarter hours credit. Classes normally meet one evening or Saturday per week. The academic year runs from September through June and is made up of four quarters. The fall, winter, and spring terms are 10 weeks long; the May-June quarter operates on an accelerated, two nights/five weeks basis. Depending on the individual course load, a candidate can complete the program in two years by taking two courses per term or in four years by taking one course per term. New classes begin every fall, winter, and spring term.

The programs are designed to serve part-time students, virtually all of whom are working full time for companies and other organizations in the area. There are no dormitory facilities.

ADMISSION

Applications for admission from all types of individuals are considered. Preference is given to experienced, qualified employees who are recommended by area organizations and who meet the standards set for admission by the school. Applicants normally are expected to have college degrees and to meet minimum skill-level requirements in quantitative areas. Admission is based heavily on motivation—typically very high among Lake Forest School of Management students—and on past work experience and potential for growth, rather than solely on formal prerequisites. Thus, college nongraduates, especially those who have several years' management experience, can be considered for admission. If necessary, special students can be admitted on a probationary basis until they have completed prerequisite or workshop skill courses and/or have demonstrated ability to meet the school's educational standards. The median student age is 34; ages range from 24-61. The mimimum standard for work experience is 4 years; incoming students normally average 9-10 years. Many students have an engineering or technical background.

All applicants must take the Graduate Management Admission Test (GMAT), submit three letters of personal recommendation, and forward official transcripts of previous educational records in support of the application.

EXPENSES

The tuition in 1980-81 was $425 per course, including all books and other materials. There are no other fees.

FINANCIAL ASSISTANCE

The Lake Forest School of Management does not provide any financial assistance.

CORRESPONDENCE

For information, write or call

Director of Admissions
Lake Forest School of Management
at Lake Forest College
Lake Forest, Illinois 60045
Telephone: 312-234-5005

LA ROCHE UNIVERSITY

PITTSBURGH, PENNSYLVANIA

La Roche College was founded in 1963. What began as a Catholic women's college was restructured in 1969 to form a coeducational, independent, liberal arts college. In addition, the college recognized the need to add a career component to its liberal arts curriculum. In this way students obtain an education which provides elements of the traditional liberal arts while simultaneously preparing them to enter a career upon graduation. La Roche is a small college with an undergraduate student to faculty ratio of 15:1. Because of the school's size a personalized college atmosphere and a comfortable, free exchange of ideas can be provided. La Roche offers a liberal arts, career-oriented education that emphasizes people, values, and careers. The college is located just 10 miles north of the center of Pittsburgh on a campus of 160 acres of woods and rolling fields.

The master's program is designed for the working person. Classes are offered on the North Hills campus in the evening and students may attend on a full- or part-time basis. The first degree offered in the graduate studies program is a Master of Science in human resources management. This is a business-related degree focusing on people-to-people issues rather than on the development of mathematical models of behavior. It incorporates an interdisciplinary approach, combining courses in business administration, psychology, and sociology. This interdisciplinary emphasis gives the student a diversified background which is valuable in a number of careers, in addition to a foundation for doctoral studies elsewhere.

PROGRAM OF STUDY

Graduate students may choose one of two areas of concentration in this degree program:

- Personnel administration—personnel management skills, labor relations, legal issues in personnel management, collective bargaining, interpreting government regulations, and man power planning, or
- Human resources development—organizational development, interpersonal relationships and group dynamics, individual training, and people development issues.

The program can be completed in 2 years of full-time study, with a required total of 39 graduate credits. The graduate studies program operates on the basis of a 10-month school year, divided into fall, spring, and summer sessions.

ADMISSION

The following items are required for admission: a bachelor's degree from an accredited institution or proof of equivalent training at a foreign institution, at least a 2.7 grade-point average in upper-division course work (junior and senior college level), an acceptable score on the Graduate Management Admission Test (GMAT), two letters of recommendation from employers and/or professors, an essay explaining reasons for applying to the Human Resources Management Program, a resume of work experience, and acceptance by the Graduate Admissions Committee.

Each application is evaluated individually to determine whether the candidate is likely to succeed in the graduate program. The college reserves the right to be selective in the admissions process. Individuals may be admitted as degree-seeking or nondegree-seeking students.

EXPENSES

Tuition per semester credit hour	$120
Application fee	20
Change of course fee (after registration week)	5
Graduation fee	45
Transcripts (after the first)	2
Late registration	5

Tuition and fees are payable in advance and are subject to change without notice.

FINANCIAL ASSISTANCE

Government loans are available; information may be obtained and arrangements made through the Office of Financial Aid.

PLACEMENT

The Career Development Center provides a full range of services.

CORRESPONDENCE

For additional information, please write or call

Director of Graduate Admissions
La Roche College
9000 Babcock Boulevard
Pittsburgh, Pennsylvania 15237
Telephone: 412-367-9300

LA SALLE COLLEGE

PHILADELPHIA, PENNSYLVANIA

La Salle College is a private independent institution located near the northern perimeter of Philadelphia. Founded in 1863, the college currently has in excess of 6,000 students enrolled in its undergraduate and graduate divisions. The college began offering programs in business administration in 1928; a separate School of Business Administration was organized in 1955. Over 3,000 students are presently registered in business administration programs.

PROGRAMS OF STUDY

La Salle has two M.B.A. programs: a full-time day program and a part-time evening/weekend program. The two programs of study are distinct entities, so that each may cater to the specific needs of its constituency. There is, however, a common faculty, administration, and learning resource base through which each program enriches the other. Over 900 M.B.A. students are currently enrolled. However, the average M.B.A. class size is less than 20 and a small program atmosphere is maintained.

The full-time program is designed primarily for those who have relatively little or no managerial experience, and who wish to upgrade their professional skills prior to entering the job market. The program is a self-contained unit designed to accommodate students with an undergraduate background in arts or science as well as in business.

The program of studies:

- consists of 48 semester hours required for all students;
- is designed to be completed in a 16-month period consisting of four trimesters or in an accelerated 12-month program of 3 trimester;
- is highly integrated (As a consequence, all students must begin during the fall trimester and ordinarily would move through the curriculum as a member of a specific group. This format is used to simulate a management team environment);
- requires a common core for all students involving a thorough grounding in management skills and competency in accounting, finance, marketing, quantitative analysis, and related areas (This complements an area of professional specialization through which each student focuses on his or her professional career goals);
- utilizes a set of experiential workshops which integrate the conceptual materials with students' interpersonal and intergroup dynamics.

In the evening/weekend program students may elect professional specialization in accounting, finance, management, health administration, management science, marketing, public sector management, or taxation. The program is designed to meet the needs of employed adults and is based upon three premises:

- that each student is unique in terms of his or her academic background and professional experience; current goals, motivations, and employment circumstances; and time and place constraints on availability for attendance;
- that a program for employed adults should stress direct relevance to one's professional development and employment circumstances; and
- that the program should have a flexible structure to respond to each individual's uniqueness and needs.

Within the curricular standards of the American Assembly of Collegiate Schools of Business, students are encouraged to tailor the program specifics to their own needs. Individualization is achieved through the implementation of two program principles. Program flexibility permits student individualization of graduate education. This allows the student to build upon previous academic background and managerial experience and to tailor the program to maximize his or her individual professional development. Program flexibility provides a series of choices involving learning methodology and course sequencing by which the student individualizes his or her own program of professional development. Secondly, the student builds upon his or her previous academic and professional experience rather than repeating it. The program recognizes that each person has a unique academic background and set of professional experiences.

ADMISSION

Every applicant is encouraged to visit campus to discuss the program as well as his or her background and career goals with an adviser and to attend an M.B.A. class. Each applicant should possess a baccalaureate degree from an accredited college or university and should submit a completed application form, an official undergraduate transcript, an acceptable score on the Graduate Management Admission Test, and a nonrefundable application fee of $15.

EXPENSES

Tuition, per credit hour	
day	$125
evening/weekend	115

FINANCIAL ASSISTANCE

Graduate fellowships ranging from $600 to $2,000 per academic year are available. Research assistantships providing up to $3,500 per year are funded. Other forms of grants are also available. The Financial Aid Office attempts to meet the financial needs of all qualified students.

PLACEMENT

La Salle has an active Placement Office with an established reputation in the Delaware Valley area. The office provides a variety of employment-related services including counseling in career choice, resume writing, and job interviewing techniques in addition to placement interviews. Over 100 firms conduct campus interviews each year.

CORRESPONDENCE

For further information or to request an application for admission, please write or call

M.B.A. Program Director
Box 888 (for full-time program)
Box 1012 (for evening/weekend program)
La Salle College
Philadelphia, Pennsylvania 19141
Telephone: 215-951-1057

LEHIGH UNIVERSITY

BETHLEHEM, PENNSYLVANIA

Situated on an attractive wooded campus, Lehigh is a private university with an enrollment of 6,200, of whom approximately 2,000 are graduate students. Bethlehem, Pennsylvania, is a heterogeneous community of some 80,000 people located 90 miles west of New York City, 60 miles north of Philadelphia, and 35 miles south of the Pocono Mountains, a summer and winter resort area. Most graduate students live off campus in apartments or rooms. Inquiries on the limited number of university apartments should be directed to Residence Operations, Rathbone Hall #63.

The student body of the College of Business and Economics consists of approximately 940 undergraduate and 525 graduate students. The graduate students include 490 M.B.A. students (95 are full-time and 395 are part-time), 10 M.A. or M.S. students, and 15 doctoral students.

The profile of a recent M.B.A. class is as follows: male, 67 percent; female, 33 percent, GMAT mean score 535; undergraduate cumulative average, 3.1; undergraduate majors—business and economics, 53 percent, engineering and physical sciences, 29 percent, arts and science, 10 percent, other, 8 percent; married, 52 percent; single, 48 percent; average age of full-time students, 24 years; 90 percent of students were from New Jersey, New York, or Pennsylvania, 4 percent from other states, and 6 percent from foreign countries.

The College of Business and Economics is housed in Drown Hall, which is centrally located on the Lehigh campus. The college has three academic departments: Accounting and Law, Economics, and Management, Finance and Marketing. The undergraduate and graduate business programs have been accredited by the AACSB.

The library's policy of open access to its general collection furnishes Lehigh students with maximum opportunity to explore the literature in their field of study. Gothic-styled Linderman Library contains approximately 510,000 volumes in the humanities and social sciences, including business and economics. Computing facilities are excellent and include the Arthur Andersen & Co. Computing Laboratory in which there are 12 remote terminals and two on-line printers connected to Lehigh's Computing Center. The laboratory is located in Drown Hall and is open 75 hours per week.

PROGRAMS OF STUDY

The M.B.A. program is designed to give candidates conceptual, analytical, and operational knowledge of decision-making processes in the management of human and physical resources. It seeks to promote the self-development of current and potential managers for business, industry, government, and not-for-profit organizations. The program is designed for men and women who hold baccalaureate degrees in a wide range of disciplines as well as in business and economics. The degree can normally be completed in one to two academic years for full-time students and three to four years for part-time students.

The M.A. and M.S. degrees are offered to students interested in pursuing graduate work in economics or in economics and business. A minimum of 30 semester hours of course work is required. The M.S. degree emphasizes development of statistical and quantitative skills.

The M.S. in management science program is directed toward integrating the scientific method with the functional aspects of organizations by investigating the application of quantitative methodology and systems analysis in the context of such areas as accounting, finance, marketing, production, and public service. A minimum of 30 semester hours of course work is required.

The Ph.D. program is designed to nurture intellectual growth so that the student may independently pursue personal and professional goals in teaching and/or research.

ADMISSION

Broad admission standards, but not strict cut-off points, are B− or above cumulative undergraduate average, B or above in senior year, 535 or above GMAT score, and a review of letters of recommendation, work experience, and a written statement indicating the candidate's educational career objectives. Approximately 50 percent of applicants were accepted in 1980-81. A personal interview is desirable but not required. Candidates may be admitted to commence study in September, January, June, or July, with September the preferred starting date.

EXPENSES

Full-time students will pay an estimated $6,100 in tuition for the academic year starting in September 1981. Part-time students taking less than 12 semester hours will pay approximately $255 per semester credit hour. An increase of approximately $600 per year for full-time students should be anticipated. Other living costs for a single person are estimated at $4,500-$5,200 for the academic year.

FINANCIAL ASSISTANCE

Fifteen teaching or graduate assistants are appointed each year. These half-time appointments will carry an estimated stipend of $5,400-$5,600 for the academic year in addition to tuition allowance. A limited number of scholarships (tax free) and fellowships are available at the college and university levels. Unionbank Research Fellows are selected by individual faculty members to work on faculty research projects at the rate of $6 per hour. Tuition loans may also be obtained through the financial aid office. The deadline for filing financial aid applications is February 1.

PLACEMENT

Normally, representatives of some 300 companies of all descriptions interview undergraduate and graduate students. The estimated average starting salaries for full-time M.B.A.'s in 1981 is $23,500. A 1976 study by Standard and Poor ranked Lehigh as an institution fifth in the country in the portion of its alumni who are officers or directors of corporations.

CORRESPONDENCE

For information on the programs of study offered by the College of Business and Economics, write or call

Graduate Admissions Office
Whitaker Laboratory
Lehigh University
Bethlehem, Pennsylvania 18015
Telephone: 215-861-3300

LEWIS UNIVERSITY

ROMEOVILLE, ILLINOIS

Lewis University was founded over 50 years ago to serve the higher educational needs of the Chicago metropolitan area. The university is a private, coeducational school located 30 miles southwest of downtown Chicago within the greater metropolitan area. Over 3,000 students, many of whom are adults, are pursuing degrees in 33 undergraduate and 3 graduate programs.

The College of Business serves approximately 1,000 students through an undergraduate program that offers 6 majors as well as the Master of Business Administration (M.B.A.) program which has grown in prominence due to its carefully designed curriculum and excellent teaching. What has been characteristic of the school is the close personal relationship between faculty and students and the careful balance maintained between theory and application. Approximately 300 students are currently enrolled in the Master of Business Administration program as either full- or part-time degree candidates or as students-at-large. Courses are offered both evenings and weekends to facilitate the needs of the working adult student.

PROGRAM OF STUDY

The M.B.A. is an advanced professional degree in management designed to prepare students professionally for responsible careers as generalist managers. The breadth of instructional material presented through class lecture, seminars, and case analysis provides the prospective graduate with a diversification of administrative competencies which can be applied in public, private, or nonprofit organizations. The program is open to those who have a bachelor's degree in either business or nonbusiness subject areas. The curriculum is composed of 4 phases consisting of 36 to 54 semester hours. Generally, students with a baccalaureate in business administration, will begin at the phase II level. All other degree-track M.B.A. candidates will have their records evaluated for successful completion of phase I course equivalents from previously attended colleges or universities. Students will be required to maintain a 3.0 average based on a 4-point system.

Phase I (Foundation)	*Semester Hours*
ACCT. 501: Survey of Accounting	3
ECON. 502: Business Economics	3
MGSC. 504: Quantitative Methods and Statistical Influence	3
MGSC. 506: Information Systems and Data Processing	3
BSAD. 508: Administrative Theory	3
BSAD. 510: Survey of Marketing	3
	18

Phase II (Core)	
ECON. 554: Managerial Economics	3
ACCT. 550: Managerial Accounting	3
BSAD. 611: Effective Business Communications	3
BSAD. 568: Marketing Policies and Problems	3
BSAD. 620: Business Policy	3
BSAD. 601: Legal and Social Foundations for Business	3
FIN. 652: Managerial Finance	3
	21

Phase III (Functional Area Courses) (3 of 4)	
BSAD. 562: Operations Management	3
BSAD. 630: Organizational Theory and Behavior	3
BSAD. 558: Human Resource Management	3
BSAD. 564: Management Decision Science	3
	12

Phase IV (Elective Courses)

A candidate for an M.B.A. degree must complete six credit hours of work in various elective courses.

ADMISSION

Admission to the degree program is granted to graduates of regionally or nationally accredited colleges and universities who show high promise of success in graduate business study. Criteria used for admission include the candidate's performance on the Graduate Management Admission Test, undergraduate grades, letters of recommendation, and seriousness of intent for graduate studies.

Students can also be admitted on an at-large basis. They must have had a cumulative undergraduate grade-point average of at least 2.7 on a 4.0 scale. Applicants whose native language is not English are required to submit a score on the Test of English as a Foreign Language (TOEFL).

Qualified candidates may enter the program at the beginning of any semester. Application and credentials should be received at least 60 days prior to the beginning of the fall, spring, or summer term in which the student wishes to enroll.

EXPENSES

Tuition for M.B.A. students is as follows:

Tuition, per credit hour	$100

FINANCIAL ASSISTANCE

A limited amount of financial assistance is awarded in the form of scholarships, loans, V.A. benefits, graduate assistantships, and work/study arrangements. The majority of current students are employed by businesses and industries within commuting distance of the university. These students generally receive financial aid through their companies.

PLACEMENT

The university maintains an excellent placement office. Services of the placement office are available to students and graduates. Requests for personnel are received from all types of businesses, financial institutions, and government agencies. Numerous employer representatives come to the campus for interviews.

CORRESPONDENCE

For further information or to request an application for admission, please write or call

Director, M.B.A. Program
College of Business
Lewis University
Romeoville, Illinois 60441
Telephone: 815-838-0500, extension 381

LINCOLN UNIVERSITY

JEFFERSON CITY, MISSOURI

The Graduate School of Lincoln University, instituted in 1940, is designed to make available to qualified students the opportunity for advanced professional study beyond the bachelor-degree level in education and in other areas designed to meet the needs of the community. At the present, these areas include education, business administration, sociology and anthropology, history, and political science. Research in these areas of graduate study is promoted and supported.

The Graduate School is under the direction of the Dean of Graduate Studies and is administered by the chairperson of the Graduate Council. The Graduate Council conducts continuous review of the graduate curricula and recommends to the Vice President such revisions and additions as are necessary to promote an effective program of study.

PROGRAMS OF STUDY

The Master of Arts (M.A.) degree program offers the following options:

- major in education and minors in history, English-speech, political science, or sociology and anthropology;
- major in history and minors in eduction, English-speech, political science, history, or sociology and anthropology;
- major in social science with emphasis in history, political science, or sociology, plus minor work in two cognate fields; or a
- major in sociology and minors in history, education, English-speech, political science, and criminal justice.

The Master of Education (M.E.) degree program provides the following:

- major in secondary school principalship,
- major in secondary school teaching,
- major in elementary school principalship,
- major in elementary school teaching,
- major in remedial reading,
- major in guidance and counseling, or a
- major in adult education

The Master in Business Administration (M.B.A.) degree program offers a major in business administration with emphasis in management.

These programs are fully accredited by the North Central Association of Colleges and Secondary Schools.

The M.B.A. program is designed to provide preparation for professional careers in business, industry and government, further graduate study, or college teaching. General management of business is emphasized. The M.B.A. program consists of 60 semester hours including 24 semester hours of approved preparatory courses. Included in the 60 hours must be 36 hours of graduate credit.

Graduates (with bachelor's degrees) are admitted to graduate study in business irrespective of the major they pursued as undergraduates. The following 24 semester hours of preparatory courses or their approved equivalent must have been completed as a condition of regular admittance to the M.B.A. program:

	Credit Hours
ACC 271-272 Accounting Principles	6
BAD 375-376 Statistical Analysis	6
BAD 411-412 Business Law	6
ECO 201-202 Principles of Economics	6

Core courses from which 18 to 24 semester hours are required for all candidates:

ACC 578 Managerial Accounting for M.B.A.	3
BAD 501 Quantitative Research Methods	3
BAD 510 Advanced Personnel Management	3
BAD 550 Financial Management	3
BAD 570 Advanced Production Management	3
BAD 571 Public Administration in Political Process	3
BAD 573 Organizational Behavior and Administration	3
BAD 585 Business Policy	3
ECO 559 Economic Forecasting	3

In addition to core courses, 12 to 18 semester hours of graduate credit in approved electives in cognate fields are required for a minimum total of 36 semester hours of graduate credit. The electives must include six semester hours of graduate credit in approved courses offered outside the College of Business and Economics.

ADMISSION

An application for admission to the Graduate School must include the following items:

- an application for admission,
- a $12 application fee,
- two official copies of transcripts from all colleges previously attended,
- a Student Data Form,
- the results of the TOEFL or Michigan Test of English (all international students) (Exempted from this requirement are those students who have English as their native language),
- the results of the Graduate Management Admission Test (GMAT) for the program in business administration,
- three letters of recommendation,
- personal data sheet.

All of the above items must be received by the Graduate Dean at least 30 days prior to the semester in which the applicant wishes to enroll.

EXPENSES

Incidental and out-of-state fees, per semester:

In-state, full-time (9-12 hours)	$250
Out-of-state, full-time (9-12 hours)	450
In-state, part-time (1-8 hours)	28
Out-of-state, part-time (1-8 hours)	48

CORRESPONDENCE

For further information concerning the programs offered by Lincoln University, please write to

Dean of Graduate Studies
Lincoln University
Jefferson City, Missouri 65101

THE LONDON BUSINESS SCHOOL

LONDON, ENGLAND

The London Business School (LBS) (the full title is The London Graduate School of Business Studies) was founded in 1965. It offers a wide range of programs for business executives at middle management and senior levels, together with a two-year postgraduate master's program in business studies and a Ph.D. program. The degree awarded is the Master of Science (M.Sc.) of the University of London, and it is the equivalent of a two-year Master of Business Administration (M.B.A.) from leading United States business schools. In this way the school is linked to the University of London, but in all other respects it is quite independent.

LBS has the great benefit of being relatively small—an annual intake of about 100. In the most recent intake 34 percent were of foreign nationality (from 19 countries); 27 percent were women, and the average age was 27 (most participants having had several years' business experience already).

United Kingdom (UK) government funds support both fees and living expenses for a limited number of UK residents in the master's program, but similar funding for foreign participants is being phased out. Fees for foreigners are set at a highly competitive international rate.

The school is housed on a magnificent terrace overlooking Regent's Park which combines an original classical facade with modern accommodations. It is situated close to the center of London. The school contains 80 study bedrooms for use by master's program participants.

PROGRAMS OF STUDY

The master's program is a full-time, two-year course which aims to equip participants with the basic knowledge required to analyze management problems and to reach and implement decisions based on that analysis.

The first year consists of required core courses which cover a range of knowledge and understanding which any really competent manager should possess. The second year consists largely of electives that enable participants to focus upon topics of particular interest to them or of particular benefit in their future careers.

One of several ways of providing practical experience is to work with a company on a project that is important to it. One project is organized in the first year and a much more substantial project in the last two terms of the second year. In addition, most participants will engage in a summer work experience in the long vacation between the two years.

LBS is an international business school. Not only is a significant proportion of foreign nationals attracted to the program, but the faculty and the structure of the courses reflect the school's international interests. Moreover, provision is made for nearly one-third of the class to spend one term at a foreign business school. These exchange visits take place in the second year, and arrangements have been made with Chicago, The Wharton School in Philadelphia, and New York University in the United States; Western Ontario and McGill in Canada; HSE and ISA in Paris; Delft in Holland; ESADE in Barcelona, Spain; and Rio de Janeiro in Brazil. In addition there is provision for some people to visit other business schools, and regularly one person is sent to Stanford, and two people to Harvard. Some scholarship money is available to support these exchanges.

Each person is graded on the individual courses taken throughout the program. Progress can therefore be monitored on a regular basis. There is also a final examination consisting of four written papers in business studies. The award of master's degree is based on an overall assessment of the grades achieved during the two years of the program, together with the final examinations.

The Ph.D. program is intended for those wishing to engage in research in the field of business studies. To obtain their doctorate, candidates must demonstrate competence and basic knowledge both in the functional areas of business and in their chosen field of concentration. The thesis must be in some area related to the theory and practice of management. The program is full time.

ADMISSION

The minimum academic requirement for admission to the master's program is an honors degree in any subject from a recognized university, or an equivalent qualification. In addition, it is most desirable that applicants have worked at least two years in business since graduation. In selecting students for the 100 places available each year, attention is paid both to intellectual ability and to the general fitness of candidates to pursue a successful career in management. Those wishing to attend the school must complete the standard application form, provide two references, take the Graduate Management Admission Test (GMAT), and some will be asked to attend an interview.

EXPENSES

Tuition in October 1981 is £2,500 (subject to revision) per year for those not qualifying as UK residents (the fee for the latter is likely to be about £1,025 per year). Expenses, accommodations, board, books, etc., are likely to amount to about £3,300 per year, or less than £3,000 for those occupying low-cost accommodations in the school.

FINANCIAL ASSISTANCE

All residents of the United Kingdom are eligible to apply for Social Science Research Council or Department of Education and Science grants. Low-interest bank loans are also generally available. A limited number of £2,500 scholarships are available from the London Business School to all foreign applicants, and arrangements are being made with some banks overseas to provide loans at preferential rates.

PLACEMENT

The school has its own appointments' officer and is in close touch with over 1,000 British and foreign companies about the employment of graduates. Through the Alumni Association, the school also keeps in regular contact with companies.

CORRESPONDENCE

To obtain the master's program brochure, write to
Master's Programme Registrar
The London Business School
Sussex Place, Regent's Park
London, NW1 4SA, England

LONG ISLAND UNIVERSITY

BROOKLYN, NEW YORK

Long Island University was founded in 1926 by Brooklyn civic leaders as a private, nonsectarian, coeducational institution of higher learning. The university enrolls approximately 25,000 students registered at 3 university centers extending from Brooklyn to Southampton.

The School of Business Administration at the Brooklyn Center offers three graduate programs. The center is located in the downtown section of Brooklyn on a 25-acre site in close proximity to the most dynamic business and financial community in the world. The center may be reached conveniently by all subway lines, many bus lines, and the Long Island Railroad.

PROGRAMS OF STUDY

Students may pursue study leading to the degree of Master of Business Administration (M.B.A.), the M.B.A.-C.P.A. preparation program, the Master of Science in accounting or taxation, the combined M.S. in community health M.B.A. program (a joint program offered by the School of Business Administration and the Graduate Division of Richard L. Conolly College of Long Island University) as well as the combined M.B.A./M.S. in pharmaceutical administration (offered in conjunction with the Arnold and Marie Schwartz College of Pharmacy and Health Sciences), a graduate business certificate program, or the Master of Public Administration (through C.W. Post College).

The basic philosophy of the graduate program leading to the Master of Business Administration degree is to provide an insight into the broadest spectrum of administrative activity, in the hope that the graduate will be more of a generalist in the field of administration than a specialist in one of the functional areas, such as marketing, production, or finance. The focus is on the theory, conceptual schemes, generalizations, and techniques that facilitate the understanding and solution of management problems, but it is also on developing skills in analysis, decision making, conceptualizing, and human relations.

The M.B.A. program requires between 33 and 57 credit hours of course work depending upon the student's prior preparation. Eight introductory core courses provide a valuable basic groundwork for advanced studies, as well as offering an opportunity to explore the various fields of business administration. Students who have successfully completed equivalent courses at the undergraduate level may have some or all of these courses waived.

Six required advanced core courses are designed to equip the student with a scientific outlook, an understanding of the methodology of problem solving, and a knowledge of human and social behavior as they impinge upon the operation and external relations of the business firm. Three elective courses may be in an area of specialization or distributed according to the student's professional needs. The program culminates in the capstone courses, offered in lieu of the more traditional thesis, which include the business game, the portfolio game, the venture-capital game, and advanced seminar courses.

The M.B.A.-C.P.A. preparation program is available for liberal arts, science, and nonaccounting business majors. This program is registered by the New York State Education Department as meeting the educational requirements for the C.P.A. examination and qualifies for the one-year reduction of practical experience.

The Master of Science degree program in accounting and taxation exists in recognition of the increased demands and the more exacting requirements confronting those in the field of financial management, control, and taxation. It provides training not only for those who intend to become professional accountants and specialists in taxation but also for the large number of executives and financial analysts who will continually make decisions and operate control systems using accounting mechanisms. This 36-credit program is open only to students who hold a bachelor's degree in accounting.

ADMISSION

Graduates who hold baccalaureate degrees from accredited colleges and universities and who have acceptable undergraduate averages are eligible to apply for admission to the graduate program. Prior study need not include work in business or economics. Applicants may apply to enter as either matriculants or nonmatriculants.

Students who wish to enter as matriculants are evaluated on the basis of several criteria, the most important of which is evidence of intellectual potential as demonstrated by previous academic work. Attention is given to overall grade averages, grade trends during undergraduate study, and areas of scholastic strength. The Graduate Management Admission Test (GMAT) is required of all applicants. When possible, a personal interview is held, giving applicants the opportunity to discuss their programs and ask questions.

EXPENSES

Tuition is $131 a credit hour. In addition, there is a university fee which ranges from $10 to $25 a semester depending upon the number of credit hours in the student's program. Full-time students who wish to live on campus may apply for dormitory accommodations. Apartments are also available in the residence hall and other university houses.

FINANCIAL ASSISTANCE

A number of assistantships and scholarships, financed by the university, government agencies, and corporate organizations, are awarded each year. Loans are also available. Graduate assistantships carry stipends of $1,700 to $2,000 plus tuition for the academic year.

PLACEMENT

The Career Planning and Cooperative Education Office assists students and graduates in formulating their career plans and in finding suitable employment.

CORRESPONDENCE

For further information, write or call
Office of the Dean
School of Business Administration
Long Island University
University Plaza
Brooklyn, New York 11201
Telephone: 212-834-6175

C.W. Post Center

LONG ISLAND UNIVERSITY

GREENVALE, NEW YORK

The Master of Business Administration (M.B.A.) program was established in 1964 at the C.W. Post Center of Long Island University. Located in attractive surroundings on the North Shore of Long Island, it is only 25 miles from Manhattan.

PROGRAMS OF STUDY

The Master of Business Administration program consists of a minimum of 36 and a maximum of 48 credits of work. The program permits students to take 12 credits of electives that can be chosen from the fields of economics, finance, international business, management, marketing, and quantitative analysis and systems.

The time required to complete the program as a full-time student varies from one and a half to two years, depending upon the number of courses taken per term and whether students avail themselves of summer offerings.

The objectives of the M.B.A. program are

- to help the student develop as a business executive;
- to emphasize viewing the enterprise as a whole, rather than as a series of separate functional areas;
- to stress basic concepts and methods of thinking rather than limited functional training; and
- to lay a firm foundation for the never-ending process of learning which is essential for successful leadership.

The basic philosophy of the M.B.A. program is, therefore, to provide professional training and experience in the broadest spectrum of business activity. Hence, the M.B.A. graduate is more of a generalist in the field of business administration than a specialist in a functional area, such as marketing, production, accounting, or finance. The focus is not only on the bodies of theory, conceptual schemes, generalizations, and techniques that facilitate the understanding and solution of management problems but also on developing the student's skills in analysis, decision making, conceptualizing, and human relations.

The School of Business also conducts an M.B.A. program at the United States Military Academy on the post at West Point, New York. The program is intended primarily for USMA faculty and personnel (not cadets), but courses are open to others. Classes are held at night on an accelerated basis. Requirements for admission and graduation are the same as at C.W. Post. For further information regarding this program, write to Director, C.W. Post—West Point Program, School of Business, C.W. Post Center, Long Island University, Greenvale, New York 11548.

ADMISSION

Holders of baccalaureate degrees from accredited colleges or universities are eligible to apply for admission. Graduates of engineering, liberal arts, natural sciences, social sciences, or educational programs are encouraged to apply, as well as graduates in business and economics. Undergraduate study in business or economics is not required for admission. The admission criterion conforms to the AACSB formula.

Students are admitted for either the fall term, beginning in early September, or the spring term, beginning in early February. A summer semester is available, beginning in early June. Applications for admission may be submitted for any one of these terms. Transcripts, application, GMAT scores, and supporting documents should be filed at the earliest possible date prior to the beginning of the term for which the student seeks admission but no later than September 1 for the fall semester, January 5 for the spring semester, or May 1 for the summer session.

EXPENSES

Tuition is $126 per credit. The application fee is $20. Registration fees vary according to the number of courses for which the student is enrolled.

A full-time student may apply for dormitory accommodations which cost approximately $2,400 per year. No housing is available on campus for married students. Students wishing to live off campus may rely upon the assistance of the University Housing Office in locating the type of accommodations desired.

FINANCIAL ASSISTANCE

A limited number of assistantships are financed by the university. These provide for payment of full tuition, plus a stipend of approximately $2,400 per calendar year. Application for awards may be requested from the Office of the Dean.

Loan assistance for students may be obtained under the guaranteed loan program of the federal government, through the National Direct Student Loan Program, and the loan program of the New York State Higher Education Assistance Corporation. Information about these programs is available in the Office of Financial Aid.

CORRESPONDENCE

For further information or to request an application for admission, please write or call

Office of the Dean
M.B.A. Program
C.W. Post Center
Long Island University
Greenvale, New York 11548
Telephone: 516-299-2361

LOUISIANA STATE UNIVERSITY IN BATON ROUGE

BATON ROUGE, LOUISIANA

Louisiana State University, founded in 1860, is the major public institution of higher learning in Louisiana. Located in Baton Rouge, a major trade and manufacturing center of 350,000 people, the campus enrolls over 27,000 students. The university is coeducational and offers master's and doctoral programs in many fields as well as a complete undergraduate program.

The College of Business Administration, Baton Rouge campus, is internationally recognized as one of the outstanding schools of business. It was organized in 1928 and accredited in 1931 by the American Assembly of Collegiate Schools of Business. In 1962, its Master of Business Administration (M.B.A.) program was among the first to be fully accredited by the AACSB. The graduate programs of the college currently enroll approximately 500 students.

The university operates on the semester system with a nine-week summer term. Students may enter all programs at the beginning of any term. Graduate students may attend full time or part time, and some evening courses are available.

PROGRAMS OF STUDY

In addition to the college-wide M.B.A. program, the departments of accounting, economics, finance, management, marketing, and quantitative methods offer curricula leading to the Master of Science. The Department of Economics also offers a program leading to the Master of Arts degree.

The M.B.A. program is specially designed to provide professional graduate education in business administration for those who have completed their undergraduate degrees in arts and sciences or in specializations such as engineering, geology, chemistry, physics, and agriculture, as well as students with degrees in business administration.

New developments in business education in the areas of management information systems, organization theory, quantitative methods, and the behavioral sciences are incorporated into the program. A degree of specialization is possible through concentrating electives. No thesis is required.

M.S. programs are offered in accounting, economics, finance, management, marketing, and quantitative methods. Both thesis (30 semester hours) and nonthesis (36 semester hours) options are available.

The college also offers the Master of Public Administration (M.P.A.) degree. Admission to the M.P.A. program is selective and is based on an evaluation of the student's undergraduate grades, rank in graduating class, and score on the Graduate Record Examinations (GRE). Information pertaining to the M.P.A. program may be obtained by writing to the Coordinator of Graduate Studies.

The college offers three doctoral programs. A Ph.D. in business administration program is offered jointly by the departments of finance, management, marketing, and quantitative methods. Specific requirements for each of the doctoral programs will be supplied upon written request. Doctor of Philosophy programs are offered in economics and in accounting.

ADMISSION

Admission requirements for the M.S. and M.A. degrees will be supplied by the individual academic departments. Admission information for the M.B.A. and the Ph.D. in business administration will be obtained by writing to the Coordinator of Graduate Studies. In general, admission to the M.B.A. program requires a minimal 2.75 average and a total score above 500 on the Graduate Management Admission Test (GMAT). Admission to the doctoral program is normally limited to students whose records indicate the highest achievement and strong capacity for graduate study. All applicants should take the GMAT prior to submitting the admission application. Foreign students must submit scores from the Test of English as a Foreign Language (TOEFL) above 525 to be considered for admission.

Information concerning the Ph.D. degrees in accounting and economics may be obtained by writing to the respective departments.

EXPENSES

Tuition and fees for full-time graduate students who are Louisiana residents total $332 per semester. Nonresidents pay an additional $300 per semester. Summer session fees are proportionally lower. Costs of food and housing on or off campus are moderate. Students are not required to live on campus. Additional housing information may be secured from the Director of Housing for Men (or Women).

FINANCIAL ASSISTANCE

A number of graduate assistantships are available to students in all departments and programs, and in the Division of Research. Graduate assistants are exempted from the nonresident tuition fee and certain other fees. Application forms for graduate assistantships are on the reverse side of the admission application. To assure being considered, the student must be admitted to the Graduate School by March 1 for the fall and spring semesters.

The university also has available a large number of federal and state, private, and L.S.U. loan funds. These funds and other part-time work available will make it possible for any worthy student to attend the university regardless of his financial circumstances. Loan applications should be sent to the Student Aid Office.

PLACEMENT

The departments of business and engineering jointly operate a placement service. The student is assured of assistance in finding the very best job opportunity available in industry, business, or teaching. Many national firms interview on campus.

CORRESPONDENCE

For information, write to
Coordinator of Graduate Studies
College of Business Administration
Louisiana State University in Baton Rouge
Baton Rouge, Louisiana 70803
Telephone: 504-388-8867

LOUISIANA STATE UNIVERSITY IN SHREVEPORT

SHREVEPORT, LOUISIANA

Louisiana State University in Shreveport (LSUS) initiated classes in 1967 as a separate campus within the Louisiana State University System, and enrollment has continually expanded since that time. The College of Business Administration, in which the Master of Business Administration (M.B.A.) program is housed, has over 1,200 students. A new building to house the college was completed during the 1980-81 academic year. Being located in an urban area which has a very diversified base, the college offers many opportunities to the graduates of the M.B.A. program and attracts a conscientious M.B.A. student body who have varied backgrounds and experiences. Over 35 percent of the M.B.A. students have undergraduate degrees from institutions outside Louisiana, and over 60 percent have an undergraduate degree in a nonbusiness discipline.

The M.B.A. program concentrates on the decision-making processes and their impacts as a means of exposing students to the responsibilities encountered by top-level management. Since a high proportion of the M.B.A. students are employed full time in career-oriented positions, there is ample attention given to current management practices and issues.

PROGRAM OF STUDY

The M.B.A. program is designed to prepare men and women for top-level managerial positions and for the responsibilities related to those positions. Approximately 30 percent of the M.B.A. students at LSUS are women.

The M.B.A. program consists of the foundation course component and the graduate course component. The foundation component must be completed by students who possess an undergraduate degree in a nonbusiness discipline. For students having an undergraduate degree from an accredited college of business, the graduate component may be completed in one calendar year if no additional foundation course work is needed.

The foundation component of the M.B.A. program consists of 27 semester credit hours in such courses as accounting, business statistics, micro- and macroeconomics, organization theory and behavior, business finance, principles of marketing, and elementary applied calculus. The graduate component of the M.B.A. program consists of 33 semester credit hours which encompass course work in each of the major disciplinary areas in business administration. Of the total graduate-level requirement, 24 credit hours are required courses and 9 credit hours are elective courses. Both the foundation and graduate components of the M.B.A. program are designed to expose the student to the various business disciplines and to interrelationships among those disciplines. The M.B.A. program is structured to allow the student to take a concentration of 12 semester credit hours in one disciplinary area or to earn credit in a variety of courses covering several of the disciplines in business.

The M.B.A. program requires no thesis as the research element of the program is incorporated into the required course work. The student is required to pass an oral comprehensive examination which is administered by a committee of graduate faculty during the last semester of the student's course work. A full complement of courses is scheduled each semester to accommodate both the full-time and part-time students in day and evening classes.

ADMISSION

Admission to the M.B.A. program is based on the student's score on the Graduate Management Admission Test and undergraduate grade-point average. Students must submit a completed application for admission to graduate study and two official copies of undergraduate transcripts to the LSUS Office of Admissions in the semester prior to the semester of entry. Foreign students must submit an acceptable score on the Test of English as a Foreign Language (TOEFL). All admission requirements must be met prior to the student's first semester of entry for consideration of unconditional admission to the M.B.A. program. Provisional admission for one semester is possible pending receipt of complete records.

EXPENSES

Approximate expenses for the 1980-81 academic year (two semesters and summer term) for a full-time student:

Tuition (Louisiana residents)	$ 725
Tuition (out-of-state students)	1,475
Books and supplies	275
Total (Louisiana residents	$1,000
Total (out-of-state students)	$1,750

There is no on-campus housing available at Louisiana State University in Shreveport.

FINANCIAL ASSISTANCE

The financial aid program of the university includes elements of most loan programs and other forms of financial aid. Inquiries about financial aid should be addressed to Financial Aid Office, LSUS, 8515 Youree Drive, Shreveport, Louisiana 71115.

PLACEMENT

The university maintains an active program in the placement of its graduates through an organized Placement Office. Students may also make use of that office's services in locating part-time employment opportunities.

CORRESPONDENCE

For additional information, please write

Office of the Dean
College of Business Administration
Louisiana State University in Shreveport
8515 Youree Drive
Shreveport, Louisiana 71115
Telephone: 318-797-5383

LOUISIANA TECH UNIVERSITY

RUSTON, LOUISIANA

Louisiana Tech University, founded in 1894, has an enrollment of approximately 10,000. Located at Ruston among the rolling hills of north Louisiana, it is favored with a mild climate and is accessible to the larger cities of Shreveport and Monroe via Interstate 20.

The College of Administration and Business, which is accredited by the AACSB, offers the Master of Business Administration (M.B.A.), the Doctor of Business Administration (D.B.A.), and the Master of Professional Accountancy (M.P.A.) degrees. The college operates on a quarter calendar. Students may enter the M.B.A., D.B.A., and M.P.A. programs at the beginning of any quarter. Applications should be received two weeks prior to the opening of the quarter. Scores on the Graduate Management Admission Test (GMAT) are required of all applicants for graduate admission.

PROGRAMS OF STUDY

In a rapidly changing business society there is an expanding need for professional training in business at the graduate level. A principal purpose of the graduate programs in business and/or economics at Louisiana Tech University is to provide the professional training that will be greatly beneficial to those individuals who are seeking responsible positions in business, government, or educational institutions.

The M.B.A. program provides the student with training in management and administration, as well as the opportunity to specialize in one of several subject areas. The specialties available are accounting, business education, economics, finance, management, marketing, and quantitative analysis. Those students who do not specialize take 12 elective hours (see below) in any of the areas of specialization. The degree program may be built on a bachelor's degree in business or on a bachelor's degree in other areas such as engineering, arts, and sciences. Time required for completion will vary from one to two years, depending on the amount of work in certain business subjects included in the academic background.

The M.B.A. program comprises 33 semester hours, including 12 hours of electives in the area of specialization. The three-credit core courses required of everyone are accounting analysis for decision making, administrative policy, directed research and readings, introduction to management science, financial management, marketing management, and managerial economics.

The Doctor of Business Administration degree program is intended for unusually qualified students who are interested in careers in university teaching and research, or in high-level staff positions in business or government. The program requires the development of a major and two minor fields, and a research dissertation.

The M.P.A. program is designed to prepare accountants so that they may begin professional careers with a minimum of on-the-job training, may more readily pass the C.P.A. examination, and may hold responsible accounting and management positions.

ADMISSION

For the M.B.A. and M.P.A. programs, any person who holds a bachelor's degree from an accredited college or university may be considered for admission regardless of the undergraduate field of study. Each applicant's complete set of credentials, including grade-point average, trend of grades, score on the Graduate Management Admission Test, and, if available, rank in graduating class is used in making admissions decisions.

For a doctoral program, an individual's application for admission will be reviewed by the Doctoral Admissions Committee of the college. The committee will consider these specific criteria: scores on the GMAT, undergraduate and graduate grades, letters of recommendation, doctoral oral admission interview, and other items comprising the overall application.

EXPENSES

For full-time graduate students, tuition and fees total approximately $218 per quarter. The nonresident pays an additional tuition charge. Housing and food both on and off campus are considered to be relatively inexpensive.

FINANCIAL ASSISTANCE

Financial aid exists in the form of loans, graduate assistantships, part-time instructorships, and miscellaneous part-time jobs on the campus. A limited number of graduate assistantships are available each year to students of high academic accomplishment. The stipend for graduate assistants is normally $3,600 per year. The graduate student who holds an assistantship is expected to carry a reduced classwork load which will vary depending on his scholastic record and the amount of work required by the assistantship. Teaching assistantships are awarded mainly to doctoral students. Salaries paid for these part-time assignments normally amount to $5,400. Loans are available through the Student Financial Aid Program and the National Direct Student Loan Program.

PLACEMENT

The university maintains an excellent placement bureau. The services of the bureau are available to students on campus and to graduates seeking new positions. Requests for personnel are received from all types of businesses, financial institutions, government agencies, and educational institutions. Numerous employer representatives come to the campus for interviews.

CORRESPONDENCE

For further information on the graduate programs in business offered at Louisiana Tech, write or call

Director
Graduate Division
College of Administration and Business
Louisiana Tech University
Ruston, Louisiana 71272
Telephone: 318-257-4528

LOYOLA COLLEGE

BALTIMORE, MARYLAND

The Graduate Division of Business Administration at Loyola College was established in 1967 to offer instruction leading to the Master of Business Administration (M.B.A.) degree. Enrollment has grown rapidly to the present 1,000 men and women.

PROGRAMS OF STUDY

Loyola College's graduate program has as its aim the advanced, preprofessional training of selected individuals, who, as a result of their graduate education, will be equipped to fill management positions for which they would otherwise not be qualified.

In keeping with the philosophy that a Master of Business Administration program should be broadly based rather than narrowly specialized, all candidates for the degree undertake a core curriculum of seven courses: organization and management, financial management, marketing management, managerial accounting, quantitative methods in business, statistical methods of research, and economics theory of the firm. Equipped with the tools of quantitative analysis and with a knowledge of the interrelations which prevail among the various departments of a business, students undertake a program of concentration in one of seven fields: economics, management, finance, marketing, accounting, health care methods, or human resources management. The curriculum is rounded out by three electives taken in fields other than the area of concentration.

The Master of Business Administration program seeks to produce business leaders who have competence in the area of concentration plus the broad vision to see that success in the business world is the result of coordinated teamwork on the part of all management personnel. Avoiding narrow specialization, they will view the firm as an organic whole rather than as a series of unrelated activities.

In accordance with the more usual practice today, the master's thesis is not required for graduation; there is no modern language requirement, but a comprehensive examination in the student's field of concentration is required before the degree is granted. There are no formal "residence" (or full-time) requirements for part-time students, and up to six transfer credits will be accepted from an accredited graduate institution. Transfer credit will be given only for graduate courses that are comparable to specific Loyola M.B.A. courses.

Most classes are held in the evening from 4:30 to 10:30 p.m., Mondays through Thursdays and on Saturday mornings from 9:30 to 11:20 a.m. The program of instruction is available on a full-time as well as on a part-time basis. By taking course work during both summer sessions, full-time students can receive the M.B.A. degree within one calendar year. Classes are open to both men and women, and there is no age limit; students range in age from 21 years to 65 years, with a median age of 30. All course work must be completed within five years of acceptance into the program. For the convenience of residents and employees in the Howard County, Maryland area, a branch of the Loyola College M.B.A. program exists in Columbia, Maryland.

Loyola College also offers an executive M.B.A. program in the Washington, D.C. and Baltimore areas which is specifically designed for those in top management positions with significant experience and responsibility. The 2-year program which meets on alternating Fridays and Saturdays has a limited enrollment of 30 students. These executives work together in learning teams of five students each and are exposed to a broad range of business disciplines in a specially structured learning environment which stresses the case-study and simulation approaches to decision making.

An executive M.B.A. in health care management was initiated in 1978 in Columbia, Maryland. This program is an extension of the program described above.

A program leading to the M.S. in finance is also offered.

ADMISSION

The prerequisites for admission include the following: (a) completion of the bachelor's degree with an average grade of B during the final two years of college and a rank in the upper half of the class upon graduation; (b) a successful score on the Graduate Management Admission Test; (c) completion of the following undergraduate courses with a B average (or passage of an equivalency examination)—six credits in principles of accounting, six credits in principles of economics, and three credits in college algebra. Applications must be completed in all details by August 15 for fall admission, by January 15 for spring admission, and by May 1 for summer admission.

EXPENSES

Tuition is $90 per credit hour, all courses being three credits. Part-time students may take no more than two courses per semester: full-time students take four courses per semester. Graduate students may obtain aid in finding room and board from the Dean of Students.

FINANCIAL ASSISTANCE

Numerous forms of financial assistance are available through the office of the Director of Financial Aid.

PLACEMENT

The college maintains a Placement Office, which will assist interested students in locating suitable employment.

CORRESPONDENCE

For further information or to request an application for admission, write

Director, M.B.A. Program
Loyola College
4501 North Charles Street
Baltimore, Maryland 21210

LOYOLA MARYMOUNT UNIVERSITY

LOS ANGELES, CALIFORNIA

Loyola Marymount University developed from the merger of Loyola University of Los Angeles and Marymount College which took place in 1973. The university has a student body of approximately 2,400 men and 2,200 women. Located in Westchester, about one-half mile from the Pacific Ocean, it enjoys a delightful, smog-free climate.

PROGRAMS OF STUDY

The university has two undergraduate programs in business administration: one leads to the Bachelor of Business Administration degree in the fields of management, marketing, industrial relations, production management, management science, and finance; the other to the Bachelor of Science in accounting degree. Both undergraduate programs are full-time day programs. The university offers a Master of Business Administration (M.B.A.) program which holds evening classes only and is aimed at serving employed professionals in the southern California area.

The first year of the M.B.A. program consists of courses in ethics and the legal environment of business, management and organizational behavior, business economics, financial management, managerial accounting, statistics, marketing, and computer modeling. The second year synthesizes the three approaches to management—behavioral, quantitative, and classical—and brings them to bear on real problems that M.B.A.'s will face in their careers as executives. The methods of instruction lay heavy stress on case analysis and discussion, role playing, computer games, problem seeking and solving, readings, reports, and other methods designed to bring a positive transfer from the educational experience to the uncertainties of the real world. Particular emphasis is given to the manager's role in a world where scarcity of resources, allocations, and international political and governmental constraints loom large in planning and decision making.

ADMISSION

Admission to the M.B.A. program is open to qualified men and women who hold a bachelor's degree in any field or discipline. Criteria for acceptance are highly competitive and are aimed at determining the capability and potential capacity of the applicant as a manager. Primary consideration is given to undergraduate grade-point average and scores on the Graduate Management Admission Test (GMAT), letters of recommendation, and work experience areas are also evaluated. All candidates for admission are encouraged to discuss their application with the Program Director who will develop an individualized program of studies for each student. Students normally start in the fall semester but may start in the spring or summer term. Modules giving full-credit courses are run in the summer, giving the student the opportunity to speed his or her program or lighten his or her load during the regular academic year. It is possible for the very able and highly motivated student to complete the work for the M.B.A. in two years of evening classes. Students who have a recent bachelor's degree in business administration may have some, or even all, first-year courses waived, or may be given the opportunity to establish competence through examination. They may, therefore, speed their progress and may be able to finish work for the M.B.A. in less time.

Representative faculty in the M.B.A. program combine years of business or consulting experience with doctorates from the nation's leading Ph.D. and D.B.A. programs.

EXPENSES

Tuition in the M.B.A. program for the academic year 1980-81 was $438 per course. Similar tuition will be charged in 1981-82. The student may elect to take one, two, three, or four courses. Since three or four courses would be extremely taxing to a person employed full time, this option is open only to persons of most unusual capability and motivation and will be permitted only after a personal interview with the Director of the Program.

Other expenses vary, of course, with individual needs and capabilities. Undergraduate apartments and residence halls exist on campus at rentals of approximately $950 per academic year. Food service consisting of three well-balanced meals is available at a cost of approximately $900 per academic year. Other expenses can be very nominal, as the campus is quite self-contained, featuring movies, concerts, dances, and club and game rooms for all students.

FINANCIAL ASSISTANCE

The university maintains an Office of Financial Aid with a full-time director and staff to assist those students who require financial aid to pursue their education at Loyola Marymount University. Scholarships, grants, loans, and campus employment exist, and approximately 60 percent of the undergraduate student body avail themselves of the services offered by the Office of Financial Aid. Since the assumption is that graduate students will be employed full time, financial aid is available for them only in unusual circumstances.

CORRESPONDENCE

For further information or to request an application for admission, please write or call

Dr. H. Daniel Stage, Director
Graduate Program in Business Administration
College of Business Administration
Loyola Marymount University
Loyola Boulevard at West 80th Street
Los Angeles, California 90045
Telephone: 213-642-2848 or 642-3137

LOYOLA UNIVERSITY OF CHICAGO

CHICAGO, ILLINOIS

Loyola University, Chicago's oldest institution of higher learning, was founded in 1870. The Graduate School of Business is located at 820 North Michigan Avenue, near the John Hancock Building.

PROGRAM OF STUDY

The Graduate School of Business at Loyola provides professional education for executive positions through courses leading to the Master of Business Administration (M.B.A.) degree. Loyola places emphasis on basic disciplines and skills rather than specialized operational techniques, stressing the role of business in society and the responsibility of business leaders to society. A student equipped with the basic knowledge to deal effectively with the rapidly changing environment will find business a rewarding career.

The Graduate School of Business at Loyola is a program of study consisting of full- and part-time students. The faculty, curriculum, and administration of the school are geared exclusively to the M.B.A. degree. This specialization of study produces students with a professional, terminal degree in management skills. Approximately 950 students are currently enrolled. The school operates on the quarter system, with 10 weeks per quarter. Classes meet once each week of the quarter. Students may enter at the beginning of the autumn, winter, spring, or summer quarter.

The course requirements are as follows:

- Curriculum A for nonbusiness administration undergraduate majors consists of 16 courses.

GB 400	Accounting for Business Decisions
GB 401	Financial Analysis for Decision Making
GB 410	Psychology and Sociology for Business
GB 420	Managerial Economics
GB 421	Business Fluctuations
GB 430	Business Organization and Policies
GB 440 *or* GB 441	Public Policies toward Business *or* Social Responsibilities of Business
GB 450	Financial Management
GB 460	Marketing Management
GB 470	Management
GB 480	Operations Management
GB 490 *or* GB 492	Mathematics for Management *or* Digital Computers
GB 491	Managerial Statistics and Business Research

Three courses in field of specialization or three electives

- Curriculum B for business administration undergraduate majors consists of 12 courses. Depending on the undergraduate major and courses taken, four of the following may be waived: GB 400, GB 420, GB 440 or GB 441, GB 450, GB 460, and GB 490.

The fields of specialization are accounting, financial management, marketing management, personnel management, production management, and quantitative methods and computers.

ADMISSION

All applicants to the M.B.A. program must possess a bachelor's degree from an accredited institution and must take the Graduate Management Admission Test (GMAT). There are no specific undergraduate course requirements; all students, regardless of undergraduate major, begin with graduate course work.

Students are admitted to the school as candidates for the degree of Master of Business Administration on the basis of interest, aptitude, and capacity for business study as indicated by previous academic record, scores on the Graduate Management Admission Test, letters from faculty members and employers, and pertinent information from the student's application.

Counselors are available both day and evening to assist applicants and students in guidance, orientation, and program planning.

EXPENSES

The tuition for each course in the Graduate School of Business is $450. The University Housing Bureau maintains a file of available housing for both single and married graduate students. Information may be obtained from the Housing Office, Graduate Student Housing, 6525 North Sheridan, Chicago, Illinois 60626.

FINANCIAL ASSISTANCE

Scholarships, loans, a limited number of research assistantships, and a wide variety of part-time, professional employment opportunities are available.

PLACEMENT

Representatives of many companies, institutions, and government agencies visit the Placement Office each year. The demand for M.B.A. graduates for these opportunities continues to exceed the supply. The facilities are also available for alumni placement.

CORRESPONDENCE

For further information, write to

The Director of Admissions
The Graduate School of Business
Loyola University
820 North Michigan Avenue
Chicago, Illinois 60611
Telephone: 312-670-3140

LOYOLA UNIVERSITY OF THE SOUTH

NEW ORLEANS, LOUISIANA

Loyola University is a private, coeducational, institution, founded in 1912 as a result of a merger of the College of Immaculate Conception, founded in 1849, and Loyola College, established in 1904. It is owned and operated by the Society of Jesus.

The campus is located in the university section of New Orleans, opposite Audubon Park, which is noted for its golf course and zoological park. Streetcar and bus service on both sides of the campus lead directly to the central city, with its cosmopolitan atmosphere and French Quarter. Swimming, fishing, and hunting are readily accessible. Professional sports are played in the new Superdome. The Sugar Bowl games and the Mardi Gras are also held in New Orleans.

The university is composed of the College of Business Administration, the College of Arts and Sciences, the City College, the College of Music and the School of Law. Current enrollment is approximately 4,600, 200 of which are Master of Business Administration (M.B.A.) students. The great majority of M.B.A. students attend part time. They have earned their baccalaureate degrees from institutions throughout the United States as well as from institutions in several foreign countries.

The university has recently opened a $6.4-million science complex in which the computer center is located. The center has a new IBM 370/125, with associated hardware. Loyola has tie-ins with other sophisticated computer facilities in the city. Students have access to the Loyola University library containing 250,000 volumes and to other nearby library facilities. Graduate students who are unable to commute may live in university houses or find rooms and apartments in the residential area surrounding the campus.

PROGRAMS OF STUDY

The College of Business Administration offers an evening program leading to the Master of Business Administration. The principal objective of the M.B.A. program is to prepare its graduates for advancement to the high-level management positions in both the private and public sectors of the nation's economy.

Applicants holding degrees in business administration which are accredited by the AACSB may usually enter directly into the 30-hour M.B.A. program of graduate work; all other students must complete courses from the required undergraduate business core curriculum. Appropriate credit will be granted for satisfactory work in courses taken in any recognized baccalaureate degree program.

A J.D./M.B.A. program is also available. Designed for those students seeking advanced education in business administration in addition to an education in law, this program enables students to meet the requirements for both the Juris Doctor and M.B.A. degrees with a total of 102 semester credit hours. In order to be eligible for the J.D./M.B.A. program, students must have applied and been admitted to both the School of Law and the Master of Business Administration program at Loyola and must have completed all of the foundation course requirements for the M.B.A. program.

The M.B.A. program is accredited by the American Assembly of Collegiate Schools of Business.

ADMISSION

Admission to the M.B.A. program is based upon an undergraduate grade-point average of 2.5 or higher and an acceptable score (usually 450 or higher) on the Graduate Management Admission Test (GMAT). International students must also submit scores of 550 or higher on the Test of English as a Foreign Language (TOEFL) or provide certification of competence in the use of the English language.

EXPENSES

Tuition for graduate students is based on the number of semester hours taken. Current tuition is $98 per hour. Other university fees are also paid by graduate students. Students may live off campus or may apply for university housing. The latter is quite limited, and application should be made early in the year.

FINANCIAL ASSISTANCE

A limited amount of aid, mostly in the form of assistantships, is available for graduate study. Students interested in financial assistance should write directly to the Financial Aid Office, Box 206, Loyola University, New Orleans, Louisiana 70118.

CORRESPONDENCE

For information, write to
Ms. Elizabeth Coote
Director, Graduate Programs
College of Business Administration
Loyola University
New Orleans, Louisiana 70118
Telephone: 504-865-3544

MACQUARIE UNIVERSITY

SYDNEY, NEW SOUTH WALES, AUSTRALIA

The Macquarie University Management Studies Center provides an environment in which students, academic staff, management, business, and government organizations participate in the process of education, research, and development of innovative thought. Under the guidance of a faculty representing extensive international academic and professional experience, postgraduate programs are offered leading to the degrees of Master of Business Administration (M.B.A.), Master of Public Administration (M.P.A.), the Graduate Diploma in Business Administration (Dip.B.Admin.), and the Ph.D.

Macquarie University is situated on a 326-acre site some 11 miles northwest of the center of the city of Sydney. It is the third university to be established in the metropolitan area of Sydney. Students numbered 10,517 in 1980.

PROGRAMS OF STUDY

The course work programs in management provide a rigorous professional education for students from a wide range of academic backgrounds and work experience. The programs are structured for highly motivated men and women who possess senior management potential. Prime aims of the programs include the following: to equip students with the requisite administrative and decision-making skills for the solution of management problems; to provide an understanding of management functions and their interrelationships within organizations; to develop knowledge of organization structure and of individual and group behavior within organizations; and to promote awareness of the changing economic, technological, political, and social environment, and the associated implications for management. Interaction with fellow students drawn from business and public service organizations broadens the learning experience.

The teaching methods include individual and syndicate case studies, seminar sessions, reading and research assignments, visiting speakers from senior management in industry and government, as well as formal lectures. Student assessments are based on an evaluation of classroom contributions, written assignments, informal tests, and examinations. The M.B.A. and M.P.A. programs involve three years of part-time study, while the Diploma in Business Administration program is scheduled over two years of part-time study.

The emphasis of the Macquarie programs in management is on assisting the manager or potential manager to develop a comprehensive understanding of management functions and policy, which will be not only of immediate practical value but also effective in the future in coping with the changing environment. The students' full-time work responsibilities provide an excellent background to the course work, and the programs aim to relate theoretical concepts to practical problems.

All three programs have a common first year. The M.B.A. and M.P.A. programs have 14 of the 23 courses in common.

Classes are held in the early evening throughout a two-semester academic year commencing the first week of March. In addition, one late afternoon attendance is required throughout the academic year. For the second and third years a three-week period of full-time attendance is required, in addition.

Arrangements exist with CEI (Geneva) and INSEAD (France), making it possible for well-qualified students to complete the third year of the M.B.A. by four to six months full-time study at one of these institutions.

ADMISSION

All applicants are considered for selection by a committee which meets in early December prior to the start of the academic year in the first week of the following March. Selection is competitive and open to graduates of approved universities from all academic disciplines. The Graduate Management Admission Test's (GMAT) November administration represents the last opportunity for presenting GMAT scores before the selection committee. The average age of applicants is 29 years, and they are required to have had not less than two years' management experience since graduation. They must continue to be engaged in full-time employment during the years of the course. References relating to motivation are also required.

As the Macquarie management programs are part time, it is desirable that students from overseas should be employed in Australia during their studies. However, exceptionally able students with good academic qualifications and several years of experience may be accepted into the center's programs. Applicants should make early arrangements to take the GMAT and the Test of English as a Foreign Language (TOEFL) and should consult Australian consular authorities regarding visa requirements.

Applicants for admission on the official form must reach the Registrar, Macquarie University by October 8. The total number of applicants selected into the M.B.A. and Graduate Diploma programs in 1980 was 80.

EXPENSES

No tuition fees are charged. Student activities fees approximate $100 for the first year. Students should be prepared to meet their full housing and living expenses, which are somewhat less than United States costs.

FINANCIAL ASSISTANCE

At present, no financial assistance is available. University education is free. Overseas students are charged a fee of approximately $2,500 payable to the Australian government.

CORRESPONDENCE

For further information or to request an application for admission, please write or call

Registrar
Postgraduate Studies
Macquarie University
North Ryde, New South Wales 2113, Australia
Telephone: 02/888-8000

MANHATTAN COLLEGE

RIVERDALE, NEW YORK

Manhattan College, a private independent college in the suburban Riverdale section of New York City, was founded in 1853. The college offers programs in five schools—arts and sciences, business, engineering, teacher preparation, and general studies. Manhattan College has offered a distinctive program of higher education for business for more than 50 years.

PROGRAM OF STUDY

The educational objectives of the Master of Business Administration (M.B.A.) program are

- to develop professional managers and prepare prospective managers to function actively in positions of broad administrative responsibility in business, government, education, health, and other complex organizations;
- to impart a knowledge and understanding of the process of professional management and of the environments in which managers function;
- to give the student the opportunity to develop a functional specialization in accordance with his talents and interests;
- to prepare students for doctoral study leading to careers in teaching and research; and
- to enable students to pursue graduate work in a nontraditional, independent study mode of learning.

Since the program seeks to develop managers in the broad context as well as functional specialists, it is intended for those who are already in management positions as well as those who are aspiring to management positions. Its advanced core is structured around the following areas of competence requisite for the development of effective professional managers:

- organizational environments—the interaction between the organization and the economic, social, political, and legal environments in which it operates;
- organizational dynamics—the behavioral dynamics of people at work (The vehicle of change is used to give the student insight into the nature and workings of human organizations);
- management analysis and decision systems—the application of the latest quantitative techniques to decision making;
- management operating and control systems—the interrelationship of the functions of the organization from a systems perspective (accounting, marketing, and financial systems);
- management planning and policy making—all areas of competence come into focus in planning and policy making. In this area, the student may examine the process of management in a particular type of organization, that is, business, government, health, or other not-for-profit institutions.

For each area of competence there are corresponding prerequisites. The student must complete the prerequisites before taking graduate courses in a particular area. However, all prerequisites need not be completed before moving into graduate work.

The program offers concentrations in the following fields: accounting, economics, finance, management, management information systems, and marketing. The degree awarded is the Master of Business Administration.

The M.B.A. program is a nontraditional, part-time program offering the student the option of individualization and partial externalization. All graduate and prerequisite courses are modular in design. Each course is divided into several modules having distinct objects and methodology, allowing the student maximum degree of flexibility and convenience. The program offers the following options:

- a student may decide to take all the modules, or an entire graduate course, on campus in traditional classes, most of which are held each Saturday morning;
- a student may opt to take certain modules of a graduate course through independent study and attend classes for certain other modules (Students who opt for this partial externalization are required to meet only four class sessions in each semester. They are also permitted to attend any class session of the regularly scheduled course);
- a student may take any undergraduate prerequisite course under the direction of a faculty member following a well-defined program of independent study, without attending classes.

The capstone of the program is the independent master's project. This is a professional activity involving an in-depth examination and analysis, under faculty guidance, of a real world organizational problem related to the student's field of interest. Students have the option of taking courses in lieu of the project.

Graduate courses are offered three semesters each academic year, from early September through late July. A student typically takes four to six graduate credits per semester and may complete the graduate course work in two years.

ADMISSION

An individual holding a bachelor's degree from an accredited college or university will be considered for admission if performance on the Graduate Management Admission Test and performance at the undergraduate level—as measured by grade-point average and rank-in-class—are satisfactory.

EXPENSES

Tuition:	
Advanced courses, per credit	$115
Prerequisites, on-campus, per credit	100
Prerequisites, independent study, per credit	70
Fees:	
Application fee, nonrefundable	15
Registration, per semester	10

CORRESPONDENCE

For further information or to request an application for admission, write or call

Dean Robert F. Vizza,
School of Business
or
Dr. Herbert E. Wheeler
Director, M.B.A. Program
Manhattan College
Riverdale, New York 10471
Telephone: 212-920-0100

MANKATO STATE UNIVERSITY

MANKATO, MINNESOTA

Mankato State University is located in Mankato, Minnesota, 80 miles south of Minneapolis, St. Paul, in the beautiful Minnesota River Valley—the Valley of the Jolly Green Giant. The university was established in 1866, with the College of Business being authorized in 1947. The first graduate work in the College of Business began in 1953.

Total enrollment is approximately 10,000 students in 6 colleges and one school. Dormitories are maintained for both men and women students, and excellent off-campus housing is available.

PROGRAMS OF STUDY

The College of Business has as its purpose the promoting and improving of collegiate education for business. The Master of Business Administration (M.B.A.) provides a broad study of the interrelated areas of business administration to prepare candidates for careers in management.

The M.B.A. program consists of a core of required courses:

	Quarter Hours
Techniques of Research	4
Statistical Analysis for Business	4
Accounting for Management Decisions	4
Business Policies	4
Economic Analysis	4
Financial Management	4
Organizational Administration	4
Marketing Analysis	4

The balance of the program will be planned by the student and a committee in relation to the student's career objectives.

The Master of Arts in economics is a specialized program providing preparation for research positions in business, college and university teaching, or additional graduate study.

All candidates for these degrees must complete, either as undergraduate or graduate students, basic instruction in each of the following areas: accounting, economic theory, statistics, management, marketing, finance, data processing, and business law.

A minimum of 45 quarter hours is required for the master's program with a thesis; a minimum of 51 quarter hours is required under the alternate plan. Candidates may elect either the thesis or the alternate plan program. The program will vary in length from one to two calendar years for the full-time student, depending upon the academic background of the candidate. Programs are offered on campus and off campus, both in day and evening offerings.

Majors in accounting, marketing, management, finance, computer science, business education, economics, aviation management, and construction management are offered on the undergraduate level.

ADMISSION

Applicants for admission must be graduates of accredited colleges and universities. A completed application blank and transcripts of all college-level work should be forwarded to the Dean of Graduate Studies. Acceptance is based upon the applicant's previous college record and scores on the Graduate Management Admission Test (GMAT) or, for economics, the Graduate Record Examinations (GRE). Consideration is given to all aspects of the student's record in determining final admission.

Applicants whose native language is not English must also submit a score on the Test of English as a Foreign Language (TOEFL).

Acceptance for enrollment in courses by the Graduate School does not constitute entrance into the graduate program; formal admission is based upon satisfactory performance on the Graduate Management Admission Test and/or satisfactory academic achievement.

EXPENSES

All students are required to pay a matriculation fee of $10 at the time the application blank is submitted.

Per quarter	*In state*	*Out of state*
Tuition and fees	$ 315	$ 565
Room and board	750	750
Books and supplies	120	120
Average total	$1,185	$1,435

FINANCIAL ASSISTANCE

A limited number of graduate assistantships are ordinarily available which carry stipends ranging from $2,500 to $5,000, depending upon the type of assignment. Applications for assistantships for the fall quarter should be submitted by April 15, although late applications will be considered as vacancies occur.

Student loans of various amounts are available. Students interested in loans should write to the Financial Aids Office.

PLACEMENT

The Center for Career Development and Placement provides placement services for all graduates of the College of Business. A fee of $10 is charged annually for active registrants.

CORRESPONDENCE

For further information on the programs offered at Mankato State University, write or call

Dean, College of Business
Mankato State University
Mankato, Minnesota 56001
Telephone: 507-389-2963

MARIST COLLEGE

POUGHKEEPSIE, NEW YORK

Marist is a private, nonsectarian, liberal arts college for men and women, located 70 miles north of New York City on the east bank of the Hudson River in Poughkeepsie, New York. Enrollment of undergraduates is about 1,700 full time; there are about 350 graduate students, most of them attending part time. Approximately 300 students are enrolled in the Master of Business Administration (M.B.A.) and Master of Public Administration (M.P.A.) programs.

Founded in 1929, the college occupies a 100-acre campus of modern buildings. It is accredited by the Middle States Association of Colleges and Secondary Schools, approved for veterans' education, and accredited for the training of foreign students. Pertinent memberships include the Middle Atlantic Association of Colleges of Business Administration and the American Assembly of Collegiate Schools of Business.

PROGRAMS OF STUDY

The purpose of the Marist College M.B.A. and M.P.A. programs is to provide preparation for the student who aspires to a responsible position in management. Although the quantitative aspects of the management sciences are included in the program, emphasis is on the behavioral influences affecting the successful operation of modern organizations. Specifically, the program objectives are

- to insure an understanding of the basic functions of management and to provide the opportunity for intensive study in selected fields,
- to develop in students the necessary ability of rapid and incisive decision making in a constantly changing management environment,
- to familiarize students with the relationships existing between organizations and their environment,
- to instill in the future executive an awareness of his or her role with regard to effective and humane allocation of the world's natural and human resources,
- to establish a foundation for continued self-education.

In keeping with these objectives, the division maintains a faculty representing a broad spectrum of management experience. Both programs are structured to accommodate all bachelor's degree holders, regardless of major. All courses are scheduled in the evening to make them available to part-time and full-time students. A minimum of 30 credits must be completed at Marist with a cumulative index of 3.0 or better. A terminal seminar provides a mechanism for integrating prior course knowledge; thus, no thesis or comprehensive examination is required.

The M.B.A. program offers concentrations in personnel management/organizational behavior or accounting/finance. A total of 51 credits is required for this degree, but candidates with prior related academic experience may have up to 21 credits waived.

The M.P.A. program reflects a dual orientation of public administration issues at both the conceptual and practical levels. Elective courses are available in a variety of fields. Thirty-six credits at the graduate level are required, and depending on background, prerequisites may be specified.

ADMISSION

The overall scholastic record and potential of the applicant for admission is more important than prior preparation in the area of management. The Admissions Committee is concerned with the interest, aptitude, and capacity for management study.

Any student planning to enroll in the graduate programs must

- hold a baccalaureate degree from an accredited college or university,
- complete the program application form,
- provide official transcripts of all undergraduate and graduate academic records,
- achieve acceptable scores on the Graduate Management Admission Test (GMAT).

Students are accepted in all semesters—fall, spring, and summer.

Application deadlines are August 1, December 15, and May 1 for the above semesters. Students will be notified of the admission decision no later than two weeks prior to the start of the semester.

International students must provide official or certified copies in English of all their transcripts. The Test of English as a Foreign Language (TOEFL) is required for students from non-English-speaking countries.

EXPENSES

Expenses are as follows:

Application fee	$ 15
Tuition, per credit hour	115
Matriculation fee	30
Registration fee, per semester	15
Degree fee	30
Room and board, per semester	$1,125

FINANCIAL ASSISTANCE

The Office of Financial Aid at the college advises students on the availability of scholarships, grants, loans, tuition aid plans, and part-time employment, as well as on the procedures and qualifications to apply for such assistance.

There are a number of graduate assistantships available; these carry stipends of a minimum of $1,500 for an academic year.

PLACEMENT

All facilities of the college's placement office are available to M.B.A. and M.P.A. candidates and alumni.

CORRESPONDENCE

For applications and information, write or call

Director of Graduate Admissions
Marist College
Poughkeepsie, New York 12601
Telephone: 914-471-3240

MARQUETTE UNIVERSITY

MILWAUKEE, WISCONSIN

Chartered in 1864, Marquette University comprises a group of nine colleges and schools of higher education in business administration, medicine, dentistry, nursing, engineering, law, speech, journalism, and graduate studies. Conducted by the Jesuit order, Marquette University is closely identified with the business and the cultural community.

The total enrollment of the university is in excess of 13,000 and that of the College of Business Administration about 2,200. The latter has been a member of the American Assembly of Collegiate Schools of Business since 1928; its graduate program was accredited in 1963. Enrollment in the graduate, as well as in the undergraduate, programs is open to both men and women.

The College of Business Administration is located in the heart of the attractive urban campus. It affords convenient transportation access to both the residential and downtown areas of Milwaukee.

PROGRAM OF STUDY

The Master of Business Administration (M.B.A.) program offered by the College of Business Administration is administered by the Graduate School of Marquette University. The primary objective of the M.B.A. program at Marquette University is to provide the student with a broad professional education in preparation for responsible managerial positions in business, education, or industry. The program is built upon the foundations of quantitative analysis, behavioral sciences, economics, and management theory. Emphasis of the program includes an understanding of business problems and the development of managerial skills.

Both part-time and full-time students are admitted. The program has proved to be attractive and beneficial, not only to business graduates but fully as much to graduates of engineering and liberal arts colleges. Because many of its students are engaged in full-time positions, the graduate courses are given in the late afternoon and evening.

If the prerequisite course requirements have been met, a full-time student may complete the M.B.A. program in one calendar year and a part-time student in a minimum of five semesters. Since the university operates on a two-semester plan, new students may enter the M.B.A. program either in August, January, May, or June for the summer school.

The basic M.B.A. program includes the following:

Operations Analysis	3
Managerial Accounting	3
Marketing Management	3
Financial Management	3
Organization and Behavior	3
Social Environmental Influence on Business Management	3
Production Management	3
Administrative Policy	3
Electives	6

Electives are chosen from those business administration courses listed in the graduate catalog. In addition, elective courses may also be taken in any graduate department within the university if the student has the appropriate undergraduate background.

ADMISSION

Applicants for the M.B.A. program at Marquette University are expected to meet two sets of admission requirements, namely, aptitude for graduate study in business and sufficient prerequisite knowledge of business. Aptitude is indicated jointly by the evidence of (1) a bachelor's degree from a regionally accredited college or university, (2) a satisfactory grade-average in the undergraduate work, and (3) acceptable scores on the Graduate Management Admission Test.

Because the M.B.A. program is professionally oriented and consists of strictly graduate courses, adequate background preparation through formal study of certain undergraduate fields is required for admission. Applicants are expected to present formal undergraduate principles credit for the following areas: macroeconomics, microeconomics, accounting, mathematics, statistics, organizations, finance, marketing, production, and computing.

For prospective graduate students who lack any of the foregoing prerequisite courses but are otherwise qualified, Marquette University offers a group of pre-M.B.A. courses. These are specifically designed and reserved for such students and are adjusted to the maturity and learning ability of college graduates. They enable persons with limited or no undergraduate work in business to prepare themselves for graduate study in the minimum practicable time.

Admission to the M.B.A. program is initiated by filing an application for admission to the Graduate School of Marquette University. Applicants must also furnish complete and official transcripts of all previous undergraduate and graduate work. These should be sent directly to the Graduate School by the previously attended college or university.

EXPENSES

The tuition fees for all graduate courses are based on a rate of $142 per semester hour. Undergraduate courses, taken in the evening division for the satisfaction of prerequisite requirements, bear a rate of $85 per hour. Living expenses vary greatly, depending upon whether a student maintains a family residence in the Milwaukee area or seeks single accommodations. For a single person, a minimum living cost of about $85 per week may be anticipated.

FINANCIAL ASSISTANCE

Financial aid through tuition scholarships and graduate assistantships is available. Inquiries about such support should be addressed to the Dean of the Graduate School.

CORRESPONDENCE

Further information may be obtained by writing to

Director of the M.B.A. Program
Marquette University
Milwaukee, Wisconsin 53233

MARSHALL UNIVERSITY

HUNTINGTON, WEST VIRGINIA

Founded in 1837, Marshall University is located in Huntington, West Virginia, a city of 75,000 people in the beautiful Ohio River Valley. The university is a coeducational state institution with an enrollment of more than 11,000.

The College of Business, with an enrollment of more than 2,000 majors, is organized into the following areas of study: accounting, economics, computer information science, management, marketing, finance, and graduate studies.

PROGRAM OF STUDY

Marshall University offers a unique experience to qualified candidates for the Master of Business Administration program which recognizes the interdisciplinary nature of the executive function. Its purpose is to provide a strong professional preparation and foundation. The program gives emphasis to the development of a broad fundamental framework with exercises in managerial problem solving and decision making but still with a degree of specialization if desired. Individual programs of study are prepared to accomplish the candidate's professional objectives.

To accomplish these purposes, the curriculum may include 21 semester hours of preparatory studies to assist the student whose undergraduate degree is in a nonbusiness academic area; a base of functional studies in the various areas of business and their interrelationships; and a selection of courses in the candidate's area of specialization. These include accounting, finance, management, and marketing. Students whose undergraduate major is not in business administration and those who received the baccalaureate degree from a college or university not accredited by a regional accrediting association within the U.S. will be required to complete 21 hours of preparatory studies.

The program may be completed in three semesters on a full-time basis if the candidate has the necessary preparatory courses. Nine semester hours of graduate credit are considered to be a full-time semester class load. Courses are scheduled primarily in late afternoons and evenings throughout the year including summers.

The requirements for the Master of Business Administration degree are as follows:

- Each candidate must complete a minimum of 36 semester hours of graduate study. He or she must exhibit competence in the functional studies and in an area of specialization by satisfactory completion of designated courses with a minimum quality-point average of 3.0 (4.0 = A).
- Each candidate must pass a comprehensive, written examination. The examinations will normally be given each semester.
- The candidate must complete the program within five years of admission to the Graduate School.

ADMISSION

The Master of Business Administration program at Marshall University provides for the development of professional leaders in business and industry. The program is a demanding one requiring outstanding aptitude, ability, and scholarship of its candidates. Many factors in addition to undergraduate academic performance are considered in the standards established for admission. Undergraduate preparation in business administration is not a prerequisite for admission.

Each applicant is required to submit scores on the Graduate Management Admission Test (GMAT). These scores must be submitted before enrolling in the M.B.A. program.

Each application with accompanying transcripts, GMAT scores, and other documents will be considered carefully. Every effort will be made to select those applicants who can successfully complete the program and meet the demands that will be imposed upon them.

The application and all supporting documents must be sent to the Director of Admissions, Graduate School, at least 30 days prior to the opening of the term of enrollment. The Master of Business Administration program of Marshall University is subject to the requirements of Executive Order 11246 and participates as an affirmative action employer. All interested people are encouraged to apply.

EXPENSES

Fees are subject to change without notice.

Tuition, per semester	
Full time (nine graduate semester hours)	
Resident student	$211.35
Nonresident student	721.35
Part time	
Resident student (three-hour course)	60.15
Nonresident student (three-hour course)	230.25
Housing	
Married	
Efficiency apartment, per month	105.00
One-bedroom apartment, per month	135.00-190.00
Two-bedroom apartment, per month	220.00
Single	
Dormitory fee, per semester	921.85-1,102.10

PLACEMENT

The Office of Career Planning and Placement is maintained as a service to students and alumni. Many national, regional, and local business firms make regular recruiting trips to the campus in search of business administration graduates.

CORRESPONDENCE

Address inquiries to

Director, Graduate Business Programs
College of Business
Marshall University
Huntington, West Virginia 25701

MARYMOUNT COLLEGE OF VIRGINIA

ARLINGTON, VIRGINIA

Marymount College of Virginia is the only independent, residential college in Northern Virginia. Governed by a Board of Directors of business and professional men and women, the college is accredited by the Southern Association of Colleges and Schools, the State Council for Higher Education in Virginia, and by individual professional accrediting agencies. Founded in 1950 by an international Roman Catholic educational order, the Religious of the Sacred Heart of Mary, the college is located in a residential section of Arlington, just five minutes by car from Washington, D.C. Bus and subway transportation also provide easy access from the 17-acre campus to the nation's capital. The student population of more than 1,000 includes undergraduates, as well as graduate students in education and in business. On-campus research facilities include the College Academic Center which houses Ireton Library, the Learning Laboratory and Audiovisual Center, and the Child Development Center. The rich and varied resources of the specialized government libraries are close at hand. Graduate courses are coeducational and linked to the principal belief of the college that true education involves the whole person in a lifelong process.

PROGRAM OF STUDY

Candidates for the Master of Business Administration (M.B.A.) may choose to complete 36 credit hours in course work or 30 credit hours in course work and 6 credit hours in thesis. The program is designed to be completed in six semesters or two calendar years; classes are held in the late afternoon and the evening. Part-time candidates typically carry six credits and attend class one night per week. Two courses (six credits) are required: BUS 515 Microeconomics and BUS 516 Macroeconomics. The remaining 30 credits may be chosen from the full range of offerings. Other courses offered include: research methods for business, history and philosophy of management, operations management, labor relations, long-range planning, business-government relations, marketing analysis, advertising, market research, managerial economics, tax accounting, accounting for control, financial planning and analysis, portfolio analysis and management, organizational behavior, and personnel management.

ADMISSION

Admission to the Master of Business Administration degree program is based on prior academic record, transcripts of postsecondary work, scores on the Graduate Management Admission Test (GMAT), two letters of reference from educators or employers, and evaluation of life experience. The college has continuous admission for courses, which begin in the fall, spring, or summer semesters.

EXPENSES

Nonrefundable application fee is $20. Tuition for graduate courses is $125 per credit hour. Limited campus housing is available at $1,000 per semester, including board. (Rates subject to change.)

FINANCIAL ASSISTANCE

A few service assistantships are awarded to graduate students assigned to an academic division or an administrative office. The college also offers appointments as residence halls supervisors to women graduate students. Under the National Direct Student Loan program, a graduate student may borrow, if needed, as much as $2,500 per year, to a maximum of $10,000. The Guaranteed Student Loan Program is a federally supported program through which students may borrow up to $5,000 per academic year. The College Work-Study Program and campus employment are also available. The Virginia Education Loan Authority provides a source of loans to eligible students who are unable to secure loans from private lenders. To apply for financial aid, the graduate student must file the Graduate and Professional School Financial Aid Service application (GAPSFAS) with the College Scholarship Service, as well as the Marymount Financial Aid application. Cooperative arrangements are maintained with business employers of students for provision of tuition assistance. Necessary applications may be obtained from the Director of Financial Aid at the college. Students who apply for financial aid less than six weeks before the beginning of a semester may not receive notification of eligibility in sufficient time to have funds for tuition payment and for registration for classes.

PLACEMENT

The Counseling Center offers a variety of career services stressing such marketing skills as resume writing and interview workshops. The Placement Office, a job referral service, invites representatives of local and national firms to recruit on campus and share their current job opportunities. Comprehensive information on government positions is available, and a credentials file service is provided free to all students and alumnae/i to assist them in acquiring suitable employment.

CORRESPONDENCE

For further information, contact
Dr. Edward Mock
Director, Graduate Business Programs
Marymount College of Virginia
2807 North Glebe Road
Arlington, Virginia 22207
Telephone: 703-522-5600

MARYWOOD COLLEGE

SCRANTON, PENNSYLVANIA

Marywood College is a private, Catholic, liberal arts college located in northeastern Pennsylvania. It was established by the Sisters, Servants of the Immaculate Heart of Mary, in 1915, whose aim is to provide an education toward the self-development of a fully human person. The Graduate School's programs in business and managerial science offer two degrees: (1) Master of Business Administration (M.B.A.) and (2) Master of Science (M.S.) in managerial science. The programs are both accredited by Middle States Association.

PROGRAMS OF STUDY

The Master of Business Administration degree provides the student with a common body of knowledge in business administration via the required core courses for the degree. Students seeking admission to this degree program must hold a bachelor's degree in a business-related field from a four-year college or university. Students must take 30 semester credit hours of graduate level courses. No bi-level courses are acceptable as part of this degree program.

The Master of Science in managerial science degree program is designed to prepare candidates for career advancement and provides the graduate student with an area of specialization in business and/or managerial science. Students seeking admission to this degree program must hold a bachelor's degree from a four-year accredited college or university. The bachelor's degree can be in any field. Selected courses, in business managerial science, must be taken to insure that the student has a substantial understanding of managerial processes. Thereafter, the student must complete required courses in the chosen area of concentration.

In the M.B.A. program, core courses include Management Information Systems, Theory of Organization and Administration, Operation Analysis and Management (Quantitative Methods), Legal Aspects of the Administration Process, Managerial Economics, Research Methodology including a Professional Contribution Proposal.

Each candidate for the M.B.A. degree must select an area of concentration within the business program. The following areas are available: (1) finance and investments, (2) information system technology, (3) industrial management, (4) international business, and (5) health services administration.

In the managerial science degree, each candidate must select an area of concentation. Each area of concentration has a set of prerequisite courses, and core course requirements. The available areas are (1) finance and investment, (2) information system technology, and (3) industrial management.

ADMISSION

Applicants to either the M.B.A. or the M.S. degree programs must submit to the graduate school the application forms, a $20 nonrefundable application fee, an official transcript of undergraduate work, two recommendation forms, and the scores attained on the Graduate Management Admission Test (GMAT). Students admitted into either of the degree programs may transfer up to nine graduate credit hours of business courses with a B average, subject to the approval of the department chairman or the graduate business committee.

In the M.B.A. program, graduates of accredited four-year colleges with a major in business or economics are eligible for admission. Students applying for admission into this program are presumed to have a degree in one of the business fields. No other major will be admitted into this degree program.

In the M.S. program, students enrolling must hold an undergraduate degree from an accredited four-year college or university. All major fields are eligible for admission into this degree program. Prerequisites related to the student's selected area of concentration are provided at Marywood College to accommodate the diverse majors admitted to the graduate program. The M.S. degree requires 30 to 39 semester hours (depending on the student's background).

EXPENSES

Tuition cost per credit hour per semester is $78.

FINANCIAL ASSISTANCE

Two graduate scholarships are available for business students who intend to pursue graduate work in any of the business areas offered. These are the Irenee DuPont Scholarship and the John Timko, Jr. Scholarship. Financial assistance is also available to qualified students. Those who are interested may write to the Financial Aid Office, Marywood College, for application forms.

PLACEMENT

The Career Services Office has a fully qualified staff to assist students in meeting with representatives of multi-national corporations on campus at scheduled times during the year.

CORRESPONDENCE

For further information, write

S. P. Dagher, Ph.D., Chairman
Business and Managerial Science Programs
Marywood College
Scranton, Pennsylvania 18509

THE MASSACHUSETTS INSTITUTE OF TECHNOLOGY

CAMBRIDGE, MASSACHUSETTS

The Sloan School of Management at M.I.T. provides master's candidates with a solid grounding in the conceptual knowledge and skills necessary to practicing managers who, over their careers, must deal with the economic, technical, and social problems of modern society. Degree candidates presently enrolled include approximately 100 undergraduates and 470 graduate students. Of the latter some 75 are at the doctoral level, and 55 are mid-career executives designated as Sloan Fellows and sponsored by their companies. An additional 60 experienced managers are enrolled annually in special programs for senior executives. The regular master's programs have about 150 in each year of the two-year program and 40 in the special accelerated master's program (which lasts for 12 months—June to June). The school's full-time academic staff numbers approximately 88.

The school believes in a balance between theory and practice. This philosophy is reflected in the teaching style (in which there is an active mix of cases, lectures, and discussions) and in the opportunity students have to become involved with on-going research projects and also with work in current business settings. The faculty seeks to develop competence in students by giving them a solid foundation in the disciplines basic to managerial decision making and by having them apply this disciplinary base to management problems.

PROGRAMS OF STUDY

The program leading to the degree of Doctor of Philosophy is intended to develop the candidate's ability to advance the understanding and practice of management. The initial stage is concerned with gaining experience with analytical tools in the disciplines underlying management. The second stage centers on preliminary research in the applied field of the candidate's choice. The last stage consists of teaching and major research. Graduates normally choose careers in teaching or research positions in industry, government agencies, or nonprofit institutions.

Courses of study leading to the degree of Master of Science in management are designed to prepare men and women for executive careers. Two programs—one extending over 2 academic years, the other over 12 consecutive months—are offered. Both curricula are about equally divided between core and elective subjects with elective concentrations available in accounting and control, applied economics, finance, health management, industrial relations, information systems, international management, management of innovation, marketing, operations management, operations research, organization studies, planning and control, policy and strategy, and systems dynamics. A thesis requirement provides opportunity for intensive study of a problem chosen by the student.

Flexibility in adapting to individual circumstances is emphasized. Core requirements may occasionally be waived on the basis of prior study. Other elective concentrations may also be arranged. Joint theses, which permit attacking larger problems, are encouraged.

ADMISSION

Admission targets for the doctoral and 2-year master's programs starting in September of each year are, respectively, 20 and 150. An additional 40 master's degree candidates are accepted for June entry to the accelerated program. In all cases, prior academic preparation should have included mathematics through differential and integral calculus and elementary macro- and microeconomics. Deficiencies must be eliminated prior to enrollment, and potential applicants are urged to seek advice from the school. One year of full-time work experience is normally prerequisite for the admission of international students to candidacy for the master's degree and at least 2 for the 12-month master's program (all applicants).

Applications for graduate programs should be submitted no later than January 2 for the 12-month master's program, January 15 for the doctoral program, and February 1 for the 2-year master's program. The Graduate Management Admission Test should be taken no later than the January testing date and preferably earlier. Interviews are not required but may be arranged on request. Admission decisions are made by the beginning of April.

EXPENSES

Tuition for 1980-81 was $6,400. The costs of room, board, books, and personal items bring the probable total expense to approximately $11,500 for an unmarried student. Tuition for the 1980 accelerated graduate program was $12,400.

FINANCIAL ASSISTANCE

A U.S. student who is not able to cover the costs of his first year from personal resources may apply to the Student Financial Aid Center for a loan.

The Sloan School is a member of the Council for Opportunity in Graduate Management Education, a consortium of graduate management schools supported by the Alfred P. Sloan Foundation to increase the flow of minority students into management. Applicants should request forms and information from the school or from Mr. Bert King, Executive Director, C.O.G.M.E., Central Plaza, 675 Massachusetts Avenue, Cambridge, Massachusetts 02139.

The school has limited funds available for fellowships for students in the doctoral program. Such students should apply also for outside fellowships. The school has no fellowship funds for the master's programs, but part-time assistantships are open to second-year students.

PLACEMENT

The Placement Office serves graduating students by providing career counseling and by coordinating job openings. Over 150 organizations visit Sloan, and more than 400 send in job descriptions. Career opportunities are numerous, and average starting salaries are among the highest of the nation's business schools.

CORRESPONDENCE

For further information, write or call

Master's Program Committee (or Doctoral Committee)
Sloan School of Management
The Massachusetts Institute of Technology
50 Memorial Drive
Cambridge, Massachusetts 02139
Telephone: 617-253-3730

McGILL UNIVERSITY

MONTREAL, QUEBEC, CANADA

The Royal Charter of McGill University was granted by King George IV in 1821. Located in the heart of the island metropolis of Montreal, McGill University has a unique, bilingual, multicultural environment. The quality of its graduate teaching and research has always drawn students from around the world.

Teaching of management began in 1906 with a Bachelor of Commerce degree. Now the Faculty of Management offers a variety of graduate and undergraduate courses. Full-time enrollment in the M.B.A. program is 188, and part-time (evening) enrollment is 265.

The faculty library, located in the new Samuel Bronfman Building, serves a wide community. Students also have full access to most of the two million volumes provided by the University Library System.

PROGRAM OF STUDY

The M.B.A. program demonstrates how analytical techniques developing from the management sciences, the behavioral sciences, economics, and computer sciences can be applied to help solve the functional problems of business encountered in marketing, finance, accounting, policy, industrial relations, and international business. The subject matter of each course has been critically examined from the point of view of both functional and academic relevance in the light of the needs of tomorrow's business.

The primary objective of the M.B.A. program is to help the student acquire the necessary knowledge and skills to analyze and solve complex organizational problems including change in business, government, and other institutions. The major portion of the first year is devoted to basic concepts and theories and to mastering analytical techniques in both core and functional courses. However, the program is also designed to enhance managerial skills. The design of the second year permits the student to clarify his own learning goals and to select learning methods (thesis, electives, projects) that contribute to the achievement of his objectives.

ADMISSION

Requirements for admission include

- an undergraduate degree from an accredited college or university (in any faculty except education) with a grade-point average of at least 3.0 out of a possible 4.0, and
- the Graduate Management Admission Test and the Test of English as a Foreign Language, where applicable.

The program commences in September and ends in April for full-time students. Applications must be submitted by May 15. The part-time program starts in September and January. Applicants are advised of the admissions decision as soon as all supporting documents and test scores are received. A personal interview is not mandatory although it may be requested by the Director. Students are encouraged to gain some work experience prior to entering the program. Therefore, accepted students may request a deferral of their registration for up to three years.

Advanced standing is granted for graduate work in business and related areas completed after earning a bachelor's degree. Credit for no more than 10 half-courses may be granted. Students who have completed undergraduate courses equivalent to core courses may apply for exemptions. Exemption permits the substitution of an elective for the required course but does not reduce the degree requirements.

The first year of the program consists of the following core courses: basic management statistics, introduction to modeling methods in management, finance I, accounting, managerial economics, macroeconomics, marketing, computer science, behavioral science, and introduction to international business or industrial relations.

The second year consists of one core course, policy and organizational theory, and a choice of either eight half-course electives or six half-course electives and a research paper. Students are encouraged to follow 1 of 16 concentrations.

Since September 1972, the Faculty of Management has offered the M.B.A. degree for part-time students. Courses and standards are the same as for the full-time program. The part-time program permits students to work full time and obtain the M.B.A. in a minimum of four years. Part-time students may transfer into the full-time program after completion of all 10 of the first-year courses.

EXPENSES

Tuition is $700 per year for Canadian citizens or landed immigrants and $1,600 per year for foreign students. Cost of residence is $1,800 for eight months for full-time students. A minimum estimate of expenses for a single student in residence is $3,500 and for a married student $7,000 for the first academic year.

FINANCIAL ASSISTANCE

Most of the scholarships and fellowships available through the faculty are awarded automatically on the basis of academic excellence. Students are advised to apply to as many outside sources as possible. The program of study is heavy, and full-time students should not plan to do outside work. Faculty of Management loans as well as a limited number of assistantships are also available.

PLACEMENT

The M.B.A. program has its own placement office to assist students in seeking permanent employment upon graduation and afterwards. This office, working in cooperation with the Canada Manpower Centre, is in contact with organizations from all over Canada and arranges scheduled interviews with interested employers on campus and on the employer's premises. It will also help students find summer employment.

CORRESPONDENCE

For information on the program, write or call

Admissions Office, M.B.A. Program
Faculty of Management
McGill University
1001 Sherbrooke Street West
Montreal, Quebec, Canada H3A 1G5
Telephone: 514-392-4336

McMASTER UNIVERSITY

HAMILTON, ONTARIO, CANADA

McMaster University, founded in 1887, is located in the industrial center of southern Ontario. Greater Hamilton has a population of approximately one-half million and is located approximately halfway between Toronto and Niagara Falls, at the head of Lake Ontario. McMaster's unique location offers the business student opportunities to interact with the industrial and financial communities via student visits to nearby commercial facilities, research projects into the problems of both large and small companies in the area, and seminars in which executives visit the university.

A program of graduate study in business was first offered at the university in 1952. The Faculty of Business now administers the Master of Business Administration (M.B.A.) program, the B.Com. program, the Ph.D. (Management Science/Systems) program, and, in conjunction with the Faculty of Engineering, the undergraduate engineering and management program. In 1980-81, M.B.A. enrollment totaled approximately 552 students, of whom 237 were full-time or cooperative students.

PROGRAM OF STUDY

The graduate program in business leads to a Master of Business Administration degree. It is a professional course for university graduates who seek preparation for careers in business management, administration, and teaching. The course of study is designed to develop the knowledge, skills, and attitudes essential for the management of business and administrative affairs in today's complex setting. The curriculum provides intensive preparation in major fields of relevant knowledge. To achieve a balance between intellectual stimulation and practical application, it employs a blend of lecturers, case studies, seminars, field trips, group projects, independent research, and business simulation sessions.

The program is organized on the trimester system. To suit the particular needs of each student, considerable flexibility has been built into the program. Hence, the degree can be obtained either through the full-time or evening program. In September 1973, a cooperative work/study program was instituted, permitting students to alternate terms of study and work. This option is available only to Canadian citizens or landed immigrants.

In order to meet graduation requirements, the student must complete 20 credits (half-courses). These courses are organized into three categories: tool core courses (accounting, business economics, human relations, quantitative analysis, statistical analysis), area (or functional) core courses, and elective stream courses. In addition to a general program, specialization streams are available in accounting, finance, international business, marketing research, marketing management, personnel and human resource management, labor relations, management information systems, management science, and logistics/production/operations.

Advanced standing may be granted for certain courses where the student can demonstrate a satisfactory level of competence either through having completed an equivalent undergraduate course with B standing or better, or by means of a waiver examination.

The normal time for completion of the full program is two years for full-time study, 28 months for the cooperative option, and three to eight years for part-time study.

ADMISSION

Admission to the program leading to the degree of Master of Business Administration at McMaster is open to graduates of accredited colleges and universities. It is not necessary that the undergraduate degree program contain courses in business administration, although all candidates must display proficiency in calculus and linear algebra prior to admission. Admission is determined on the basis of demonstration of sound scholarship and aptitude for graduate study in business. In general, a student must have obtained at least a second-class standing in the last two years of his/her undergraduate work. In addition, applicants are required to take the Graduate Management Admission Test (GMAT). All students must be fluent in English.

EXPENSES

The cost of one academic year at the Faculty of Business is approximately as follows:

Per year	*Single*	*Married no children*
Tuition	$ 830	$ 830
Living expenses	3,500	5,100
Books and supplies	350	350
Total	$4,680	$6,280

Note: Candidates on a student visa will be assessed tuition fees of approximately $1,600 per academic year (two terms). Places for visa students are limited.

FINANCIAL ASSISTANCE

The various forms of financial aid include fellowships, scholarships, assistantships, and government aid programs. Due to the intensity of the program it is recommended that full-time students not rely on part-time employment for assistance. Further details on financial aid are included in the yearly calendar.

PLACEMENT

The Canada Manpower Centre has made available a Student Placement Office which cooperates with the Faculty of Business in assisting the student in finding suitable employment after graduation. Representatives of many companies visit the campus annually to interview students.

CORRESPONDENCE

For further information or to request an application for admission, write to

Director of Graduate Admissions
Faculty of Business
McMaster University
Hamilton, Ontario, Canada L8S 4M4

MEMORIAL UNIVERSITY OF NEWFOUNDLAND

ST. JOHN'S, NEWFOUNDLAND, CANADA

Memorial University of Newfoundland (M.U.N.), formerly Memorial College, dating back to 1925, is situated on a spacious modern campus in North America's oldest city, St. John's. The university has a student body of approximately 9,000 engaged in a full range of study and programs at the bachelor's, master's, and doctorate levels.

The commerce program was begun in the early 1960's. The school has recently been named the Faculty of Business Administration. The school, a pioneer in the field of cooperative business education in Canada at the undergraduate level, has an enrollment of approximately 700 undergraduate students and another 80 graduate students in the Master of Business Administration (M.B.A.) program, established in 1978. The school's stature and importance in management education is recognized throughout Canada.

PROGRAM OF STUDY

The M.B.A. program at M.U.N. is designed to develop well-rounded management decision makers who are both cognizant of their operating environment and well equipped with a broad knowledge of all areas of management.

Fundamental to the objective of the program is an understanding of and training in a common core of knowledge and skills required in managing all types of organizations: small and large, profit and not-for-profit. The first year will consist of 12 courses arranged to examine the fundamentals of the functional areas of management (marketing, accounting, organizational behavior, and operations management) and statistics and economics.

Year two of the program builds upon the foundation established in year one, through a series of five compulsory, integrative courses combined with five elective courses that allow the student advanced study and research in an area or areas of personal interest. Integrative second-year courses include management strategy and policy, research in management, social responsibilities of management, and decision making. The five elective courses may be chosen from a selection of courses offered by the school, courses from other graduate programs within the university, or a research project, which may be assigned up to three course credits. Business school elective courses include small business, natural resource management, business and taxation law, management of nonprofit organizations, and advanced courses in functional areas. The aim of the second year is to encourage the application of conceptual knowledge and analytical skills to management practice.

The program is available both on a full-time and a part-time basis. The educational approach will vary according to the content and objectives of each course; the format will vary from conventional lectures and case studies to simulations and research projects. A close student-faculty relationship is possible because of a limited enrollment and the assignment of a faculty advisor to each student.

ADMISSION

Admission is limited and competitive. To be considered for admission to the Master of Business Administration program, an applicant shall normally hold at least a bachelor's degree in any discipline with a minimum B standing. Students who have completed an undergraduate degree in business with high academic standing may be exempted from certain first-year courses.

Applicants who do not possess a bachelor's degree, but who have a high level of professional training or significant employment experience may be considered for admission. All applicants must complete the Graduate Management Admission Test (GMAT) and achieve a satisfactory score.

An applicant whose native language is not English, or who received undergraduate instruction in a language other than English, is required to supply a certificate of proficiency in English.

Applicants with relevant employment experience will normally receive preference during evaluation of applications.

Students applying for admission in September should submit their applications no later than May 31.

EXPENSES

There is a program fee of $1,320 for the master's degree, payable over the first two years of the program. Student organization fees are $18 per year. The cost of room and board, books and supplies, and other expenses varies widely.

FINANCIAL ASSISTANCE

A limited number of university and Provincial Government fellowships are available to students engaged in full-time study. Students may also supplement their finances with bursaries in varying amounts and by remuneration for extra duties performed for the school. A student aid program financed by the federal government provides loans to students in need of assistance. Foreign applicants are advised that financial assistance is limited and work permits are difficult to secure. Such applicants are expected to have sufficient financial resources to support themselves during their period of study.

PLACEMENT

The Canada Manpower Centre has an office on campus for assistance in placing graduates. Both local and national companies actively recruit on campus.

CORRESPONDENCE

For additional information, please write to

Associate Dean
M.B.A. Program
Faculty of Business Administration
Memorial University of Newfoundland
St. John's, Newfoundland, Canada A1B 3X5

MEMPHIS STATE UNIVERSITY

MEMPHIS, TENNESSEE

The College of Business Administration at Memphis State University (M.S.U.) is one of the fastest growing centers of business study in the South. Located in Memphis, a metropolitan center of over one million people and the hub of the mid-South area, M.S.U. offers the business student advanced learning and a wealth of potential material for research and study. Memphis State maintains extensive facilities for business research, including the Bureau of Business and Economic Research, the Center for Manpower Studies, and the Public Sector Employee-Employer Relations Center, which aid the Memphis area businesses and governmental agencies in many ways through the collection, analysis, and interpretation of business data.

The university has approximately 22,000 students, of whom 3,000 are graduate students. Approximately 475 students are currently admitted to graduate programs in business and economics.

PROGRAMS OF STUDY

The Master of Business Administration (M.B.A.) degree is open to those who have a bachelor's degree in the arts, science, engineering, law, or to those who are changing their area of concentration in business. The program is designed to provide for professional practice in the field of business and in the field of business education and research. A foundation is provided for continued growth in any business endeavor or activity. Students in the M.B.A. program may emphasize one of the following areas of study: accountancy, economics, finance, management, or marketing. A joint M.B.A./J.D. program is also available.

The program consists of two groups of courses, core I and core II. There are eight areas in core I which may be waived if the student has completed equivalent course work in these fields. These areas include accounting, finance, data processing, economics, law, statistics, management, and marketing, The core II courses required of all M.B.A. candidates include proseminar in economics, quantitative methods for business decisions, cases and problems in decision making, analysis and control of business, marketing structure and administration, seminar in business policy; and one of the following: research methodology, business and economics research, executive communications.

The remaining four courses may be used by the student in areas of interest. However, no more than five courses may be taken in any one area, and nine of the courses included in the student's program must be in courses open only to graduate students.

A thesis is not required for the M.B.A. degree; however, a final comprehensive examination, oral and/or written, is required of all students.

Students with adequate preparation in business administration may complete the program in a minimum of three semesters (one calendar year). Five semesters are normally required of students who have no undergraduate work in business. All requirements for the degree must be completed within six years from the date of the candidate's original registration for graduate courses.

The Master of Science degree is available to students desiring a higher degree of specialization than is possible under the M.B.A. program. Students may obtain the M.S. degree in accountancy, finance, management, or marketing.

The Master of Arts degree is available to students who desire a high degree of specialization in the field of economics.

The D.B.A. degree is designed to include a pragmatic, interdisciplinary preparation for careers in college and university teaching, research, and administration, and for careers in business or other organizations where the desirable educational background is doctoral-level study.

ADMISSION

Admission to a degree program is granted to graduates of accredited colleges and universities who show high promise of success in graduate business study. Criteria used for admission include the candidate's score on the Graduate Management Admission Test, undergraduate grade averages and the trend of the grades during undergraduate work, and letters of reference and recommendation.

Applicants whose native language is not English must also present a score on the Test of English as a Foreign Language.

Qualified candidates may enter the program at the beginning of any semester. To assure proper evaluation, application credentials should be received at least 60 days prior to the beginning of the semester in which the candidate wishes to enroll.

EXPENSES

The fees for students in graduate study are as follows:

	Full time	*Part time*
Resident	$323	$32 per sem. hour
Nonresident	735	86 per sem. hour

Housing is available for students at varying costs, depending on facilities chosen. Further information on housing may be obtained by contacting the Office of Resident Housing.

FINANCIAL ASSISTANCE

Graduate assistantships are available to full-time graduate students. For a stipend ranging from $2,700 for master's candidates to $5,000 for doctoral candidates, students pay low state resident fees and are expected to provide part-time assistance in course preparation and research. Scholarships, residence hall assistantships, and loans are also available.

PLACEMENT

The university placement office assists students in seeking employment on a part-time or a full-time basis. On-campus interviews are scheduled from October through May, and an active file of employment opportunities is maintained for students and alumni who wish to change positions.

CORRESPONDENCE

For further information, write to
Director of Graduate Studies
College of Business Administration
Memphis State University
Memphis, Tennessee 38152

MERCER UNIVERSITY IN ATLANTA

ATLANTA, GEORGIA

Mercer University, founded in 1833, is comprised of four coeducational schools: the College of Liberal Arts, the Walter F. George School of Law, the Southern School of Pharmacy, and Mercer University in Atlanta. Mercer/Atlanta, formerly Atlanta Baptist College, was founded in 1965, became a part of Mercer University in 1972, and attained accreditation by the Southern Association of Colleges and Schools in 1973 as a separate institution within the Corporation of Mercer University. The Mercer/Atlanta facilities are centered on 475 wooded acres located at the intersection of I-85 and I-285 in the northeastern, most rapidly developing, section of metropolitan Atlanta. Mercer/Atlanta is an equal opportunity employment/education institution.

PROGRAM OF STUDY

The Master of Business Administration (M.B.A.) degree at Mercer/Atlanta is a professional degree for qualified students interested in the management of human, material, and financial resources in business, government, and nonprofit organizations. The program is tailored to meet the needs of individuals already employed as managers or administrators, along with those interested in embarking on a management career.

Taught by an experienced faculty with strong academic credentials and professional experience in business and other fields, the courses are strengthened by resources available through a growing library and a newly acquired computer. A nonthesis program, the M.B.A. course of study is open to individuals who have successfully completed a baccalaureate degree in any discipline or field of study.

Individuals with a nonbusiness undergraduate degree can remove course deficiencies by extended study of up to 30 quarter hours of prerequisite courses or appropriate equivalents. Candidates who successfully complete level one (prerequisite courses) of the program are entitled to receive a Management Development Diploma. A student admitted into the second level of the program must complete 12 courses (60 quarter hours): 8 in the core program, 3 in an area of concentration (accounting, economics-finance, management, marketing, and management information systems), and a capstone, case study seminar.

Primarily, the program is designed for individuals employed during the day. Therefore, each course in the program is scheduled for one night per week, Monday through Friday, or on Saturday mornings.

ADMISSION

Admission is open to any student with a baccalaureate degree, regardless of the discipline, from an accredited college or university. In evaluating a student's application, primary emphasis is given to the student's undergraduate grade-point average and the score on the Graduate Management Admission Test (GMAT). However, the applicant's progress in his or her employment and other evidence of probable success in the graduate study of business are also considered. All M.B.A. applicants must take the Graduate Management Admission Test. International students must submit English proficiency scores. Specific information is available from Mercer/Atlanta's Division of Business and Economics.

EXPENSES

The application for admission must be accompanied by a $10 nonrefundable fee. Tuition during the 1980-81 academic year was $65 per credit hour for the level II courses and $55 per credit hour for the level I, prerequisite, courses. Also available is a prepayment plan which provides a discount on the total cost of the level II courses.

CORRESPONDENCE

Address inquiries concerning the M.B.A. program to
Dr. Anthony J. Bryski
Chairman
Division of Business and Economics
M.B.A. Program
Mercer University in Atlanta
3000 Flowers Road South, N.E.
Atlanta, Georgia 30341
Telephone: 404-451-0331, extension 69

MIAMI UNIVERSITY

OXFORD, OHIO

Miami University was founded in 1809 as a state-supported university. The School of Business Administration began to operate as a distinct unit of the university in 1927. The Master of Business Administration (M.B.A.) degree was authorized in 1948. The Master of Accountancy program was authorized in 1980.

The university campus, consisting of 700 wooded acres, is located near the commercial and industrial area known as the Miami Valley. The many industries located in the valley provide numerous opportunities for direct contact with the business world.

PROGRAMS OF STUDY

The basic objective of the Master of Business Administration program is to provide for the professional development of those persons who wish to achieve responsible positions in business and government and to prepare graduates for doctoral study. The program is designed to impart a knowledge of basic business functions, to develop decision-making abilities, and to give a better understanding of the internal and external effects of economic forces on the management of business enterprise. While an area of concentration is required (finance, management, marketing management, or production and decision science), the emphasis of the program is on breadth.

The Master of Business Administration degree may be based on the Bachelor of Science in business degree or on a bachelor's degree in a nonbusiness discipline. In the former case students may complete the degree in a calendar year; in the latter case four semesters would be required to complete the degree requirements.

The total hour requirement is 33 hours. No credit hours earned in survey courses or in undergraduate courses in areas in which the candidate lacks adequate undergraduate training may be counted toward the degree.

A thesis is optional. If a thesis is presented in partial fulfillment of the requirements of the degree, the candidate must present a minimum of 27 credit hours. Near the end of the program the candidate is required to pass a written comprehensive examination in the major field of specialization. For candidates who submitted a thesis, the examination may be written or oral, or both; it covers the fields of the student's graduate studies, including the thesis.

The Master of Accountancy program prepares students for professional careers in institutional, managerial, and public accountancy. The program has been developed along the guidelines provided by the Council of the American Institute of Certified Public Accountants in cooperation with other professional accounting organizations representing the various areas of accountancy specializations. This program requires one year (33 semester hours) of study beyond the baccalaureate degree provided the prerequisite courses have been successfully completed. The program is available to students with an undergraduate concentration in accountancy as well as students with no accounting background.

EXPENSES

For full-time students, each semester:

Instruction fee	$630
General fee	150
Facilities fee	30
Total	$810*

For students carrying fewer than 10 credit hours in a given semester:

Instruction and general fees, per credit hours

Ohio residents	$ 81
Others	161

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*Plus tuition of $800 per semester for residents of states other than Ohio. Fees are subject to change.

FINANCIAL ASSISTANCE

To receive an appointment as a graduate assistant, a student must be accepted for admission to a degree program in the Graduate School with regular standing. A graduate assistant is expected to abide by the regulations governing graduate study and remain in good academic standing.

Graduate assistantships involve academic duties equivalent to those of a one-quarter-time member of the academic staff. Depending on the needs of a department, a graduate assistant may be assigned duties in classroom teaching or in assisting in faculty research. In 1981-82 the stipend for two semesters is at least $1,380. Graduate assistants employed for two semesters receive a waiver of the instruction fee and the out-of-state tuition fees. They may also have the instruction and tuition fees waived for the summer term preceding or following the year of appointment.

Graduate grants-in-aid are available each year to able students who are seriously in need of financial assistance and who have strong academic records and considerable promise of future attainment. These grants are designed for students entering upon or engaged in continuous full-time study leading to a degree. A graduate grant-in-aid offers remission of the instruction fee and out-of-state tuition fee but carries no cash stipend. Each grant is awarded for a specific period of one or more semesters or one six-week summer term. Continuance or renewal of a grant is dependent upon satisfactory progress toward a degree. Applications for graduate assistantships, fellowships, and grants-in-aid should be on file by March 1.

PLACEMENT

Each year, representatives of approximately 300 business organizations visit the campus to conduct employment interviews with prospective graduates. The director of the Career Planning and Placement Service and his staff attempt to place every graduate in a suitable position. A referral service is maintained for alumni.

CORRESPONDENCE

For further information or to request an application for admission, write to

Director
Graduate Studies
School of Business Administration
Miami University
Oxford, Ohio 45056
Telephone: 513-529-3632

MICHIGAN STATE UNIVERSITY

EAST LANSING, MICHIGAN

Michigan State University is located in East Lansing, four miles east of the state capital. It has an enrollment of approximately 45,000 students. The Graduate School of Business Administration and the College of Business, the largest degree-granting unit on the campus, has an enrollment of 7,000 undergraduate and 800 graduate students. The faculty of the business school numbers approximately 155.

The school is housed in Eppley Center, a modern, fully integrated facility that provides an appropriate academic environment for graduate study. Owen Hall, a dormitory for the exclusive use of graduate students, is adjacent to the business school. Modern, completely furnished, one- and two-bedroom apartments for married students are available on the campus at reasonable rates.

PROGRAMS OF STUDY

The Master of Business Administration (M.B.A.) degree program is designed for the education of professional executives in business. While allowing for a functional concentration, the curriculum has been developed to provide breadth rather than narrow specialization. It is structured to accommodate students with or without an undergraduate degree in business administration.

The M.B.A. program requires 56 term or quarter hours of graduate course work including a core of 28 credits, 2 free electives, and a major area of concentration selected by the student from accounting, finance, economics, food systems economics and management, marketing, personnel and human relations, materials and logistics management, management science, and hotel, restaurant, and institutional management. The 56-hour program can be completed in about 15 months.

Additional course work is required of the student who has not completed certain prerequisite business-related subjects. An applicant with an undergraduate degree in business administration will probably have completed most of these precore requirements. They include courses in mathematics, statistics, computers, business law, accounting, finance, marketing, and intermediate microeconomics. A student may enter any one of the four terms during the year, but September is strongly recommended, particularly for foreign students.

The Ph.D. program requires satisfactory completion of comprehensive preliminary written examinations in three subject-matter areas, a program of research-related course work (or a reading knowledge of two foreign languages, or one language and an appropriate program of research related course work), a program of course work in economics, and a research dissertation. The three subject-matter areas requiring written examinations include a major functional field in business and two minor areas in business or related fields.

ADMISSION

In order to be admitted to the M.B.A. program an applicant must have a baccalaureate degree from an accredited institution, an academic record showing a B average or better for the junior and senior years of undergraduate study, and letters of recommendation from former classroom instructors and/or employers. Candidates should present a strong score on the Graduate Management Admission Test (GMAT).

In order to be admitted to one of the doctoral programs an applicant must have a prior academic record of significantly high scholarship, a strong GMAT score, and other evidence to indicate the probability of success. The admission decision is made by a faculty committee in the department that offers the applicant's chosen major. Majors include accounting, finance, marketing, transportation-distribution, management, organization, management science, production, and personnel-human relations.

EXPENSES

Subject to change

Tuition	
Michigan residents, per credit	$ 37.50
Out-of-state residents, per credit	72.00
Miscellaneous fees, per term	34.00
Room, graduate dormitory, per term	
including $135 food allowance (double)	480.50
(single)	560.50
Books and incidentals, per term	300.00

FINANCIAL ASSISTANCE

Available graduate assistantships and scholarships are reserved primarily for doctoral students. Some assistantships are awarded to superior M.B.A. students. All forms of financial assistance are highly sought after. Interested applicants should correspond directly with their major field department chairman.

The university Placement Bureau and the Personnel Office assist students and their spouses in finding employment in residence halls, libraries, offices, laboratories, and elsewhere. The Office of Admissions and Scholarships is available to counsel students regarding all loan sources.

PLACEMENT

Michigan State University maintains the largest centralized placement facility of any university in the country. Hundreds of the nation's leading employers visit, or are in active contact with, the Placement Bureau each academic year. The faculty maintains contact with deans and department heads at other institutions who may be interested in doctoral candidates as prospective employees.

CORRESPONDENCE

For information, write

Director, M.B.A. Program
215 Eppley Center
Michigan State University
East Lansing, Michigan 48824
Telephone: 517-355-7604

School of Business and Engineering Administration

MICHIGAN TECHNOLOGICAL UNIVERSITY

HOUGHTON, MICHIGAN

Michigan Technological University is an independent unit in Michigan's state-supported system of higher education. It was founded in 1885 as a mining school and has since distinguished itself in engineering, science, forestry, and business. The undergraduate enrollment is approximately 7,500, and the full-time students in the Graduate School number about 300. The School of Business and Engineering Administration is accredited by the North Central Association of Colleges and Secondary Schools and has 600 undergraduates, 50 graduate students, and 29 faculty members. The university has $97 million invested in new facilities; the library's acquisitions number about 400,000 volumes; computer facilities include a UNIVAC 1110 system plus a variety of minicomputers and terminals. Recreational facilities include an 18-hole golf course, ski hill, gymnasium, and indoor ice arena and tennis courts.

PROGRAM OF STUDY

The Master of Science in Business Administration (M.S.B.A.) degree is designed for above average students with undergraduate degrees in fields other than business administration who desire to prepare themselves for management responsibilities in their fields and for future positions of broader management responsibility.

All students complete 62 quarter hours of credit (listed below) plus an M.S.B.A. paper under the direction of an advisor and an oral exam.

Fall Quarter	*Credits*
BA503 Macroeconomics	4
BA510 Computer Applications in Business	4
BA515 Management Science I	4
BA570 Management Theory and Practice	4
Winter Quarter	
BA502 Microeconomics and Antitrust	4
BA516 Management Science II	4
BA524 Managerial Accounting I	4
BA581 Marketing Management	4
Spring Quarter	
BA517 Management Science III	4
BA525 Managerial Accounting II	4
BA547 Financial Management	4
BA561 Industrial Relations	4
Summer Quarter	
BA538 Behavioral Science for Business	4
BA553 Legal Environment of Business	4
BA578 Management Policy	4
BA593 Seminar on Business Studies	2

ADMISSION

Acceptance into the program will be determined on a competitive basis by the Graduate Curriculum and Admissions Committee. Applicants normally must meet the following minimum standards:

- have an undergraduate degree in a field other than business administration;
- have an undergraduate grade-point average of 2.5 or better on a 4-point scale;
- have completed at least one college-level course in calculus or its equivalent;
- have completed the Graduate Management Admission Test (Foreign applicants must also submit scores on the Test of English as a Foreign Language).

Applications to the M.S.B.A. program should be received prior to July 1. Notification will be made within 30 days. New students normally start during the fall quarter.

EXPENSES

Expenses for four quarters are as follows:

M.S.B.A. program tuition	
Michigan resident	$1,472
Non-Michigan resident	3,144
Books and supplies	500
Board and room	4,000

FINANCIAL ASSISTANCE

Several graduate assistantships are available to students with special skills in computer programming, statistics, chemistry, or mathematics; these pay $4,500 for one academic year. A limited number of smaller stipends are also available. Financial aid decisions are generally not made until August.

PLACEMENT

The Michigan Technological University Placement Office annually arranges for more than 300 companies to visit the university.

CORRESPONDENCE

For further information, write or call

Dr. Paul A. Nelson
M.S.B.A. Program Director
School of Business and Engineering Administration
Michigan Technological University
Houghton, Michigan 49931
Telephone: 906-487-2809 or 487-2669

MIDDLE TENNESSEE STATE UNIVERSITY

MURFREESBORO, TENNESSEE

Middle Tennessee State University has an enrollment in excess of 10,000 students, of whom more than 1,700 are at the graduate level. The campus is located 30 miles southeast of Nashville on I-24 and is noted for its beautiful landscape. There are 76 major buildings on 500 spacious acres with an estimated value of more than $55 million.

The Andrew Todd Library houses a quarter of a million items and features a Tennessee Collection and the collected papers of former Senator Albert Gore, an MTSU graduate. Access to the computer, a Honeywell 6023, can be either through remote terminals located about the campus or through batch processing at the computer center. The Business and Economics Research Center is available to Master of Business Administration (M.B.A.) students and publishes a Monograph Series, a Reprint Series, and the bimonthly, *Tennessee's Business.*

PROGRAMS OF STUDY

Generally, the objective of the program is to provide a strong curriculum for the professional education of men and women, preparing them for positions in business organizations, government, and academic institutions.

The Master of Business Administration degree may be based on a bachelor's degree in the arts, science, engineering, or business. Completion of the program normally takes from one to two calendar years, depending upon the background of the individual. The curriculum is designed to recognize the need for an understanding of subject matter which meets varied demands of individual students. Of the 36 graduate semester-hour total for the M.B.A., 24 are required courses and 12 are electives. The electives may be divided among the areas of accounting, marketing, management, economics, finance, or information systems. A thesis is not required.

The Master of Arts in finance requires a background of 39 undergraduate semester hours in business. Of the required 30 graduate semester-hour total, a minimum of 18 hours must be in finance. A minor of a minimum of 12 semester hours is optional.

The Master of Science degree with a dual-disciplinary major in accounting and information systems expands the university's undergraduate degrees in accounting and information systems to a fifth year. The minimum 30-semester-hour program requires the student to select a primary emphasis in either accounting or information systems, with either emphasis area requiring some course work in both of the disciplines. No other Tennessee university offers this type of program.

The school of business also offers course work for a Master of Arts in economics with options in economics, finance, or industrial relations and the Doctor of Arts with a major in economics and a minor in finance, management, marketing, accounting, information systems, or business administration.

ADMISSION

An application for admission to graduate studies in business and a recent Graduate Management Admission Test (GMAT) score should be submitted at least two weeks before the desired entry date. Students with a 3.0 or higher grade-point average (GPA) will be admitted on a conditional basis for one semester. Such students must complete all requirements for unconditional admission (acceptable GMAT score, references, and transcripts) before the close of the first semester. Various combinations of measures of high promise will be used to judge a student's candidacy for the M.B.A. degree. Those measures are the candidate's performance on the GMAT, the candidate's undergraduate grade-point average and the trend of the average, rank in the candidate's collegiate graduating class, relevant work and leadership experience, and performance on other testing devices.

When the combination of measures used is the GMAT score and grade-point average, the student should have (1) a total of at least 950 points based on the formula: 200 × the undergraduate GPA (4.0 system) + the GMAT score, or (2) at least 1000 points based on the formula: 200 × upper-division GPA + the GMAT score.

Foreign students are required to score at least 500 on the Test of English as a Foreign Language. Students are admitted for the fall term beginning in late August, the spring term beginning in early January, or the summer term beginning in early June. Applicants should request registrars of colleges previously attended to send official transcripts directly to the Director of Graduate Admissions.

EXPENSES

Full-time, per semester	*In state*	*Out of state*
Tuition* (estimate)	$360.00	$1,070.00
Room (approximate)	400.00	400.00
Books and supplies (estimated)	125.00	125.00
Meals (daily)	3.75	3.75

Tuition for part-time students is $36 per semester hour for Tennessee residents and $97 per semester hour for nonresidents (estimate).

*Subject to change by action of the State Board of Regents.

FINANCIAL ASSISTANCE

A limited number of assistantships are available.

PLACEMENT

The university maintains a placement office which is visited by more than 150 businesses and governmental units. The student placement ratio has been quite high.

CORRESPONDENCE

For further information, write or call

Assistant Dean and Director of Graduate Studies
School of Business
Middle Tennessee State University
Murfreesboro, Tennessee 37132
Telephone: 615-898-2964

MILLSAPS COLLEGE

JACKSON, MISSISSIPPI

Millsaps College, founded February 21, 1890, is one of the youngest colleges supported by the United Methodist Church. A liberal arts college designed to train students for responsible citizenship and well-balanced lives, Millsaps also offers an evening Master of Business Administration (M.B.A.) program to meet the needs of the business and nonprofit communities of Jackson, the state capital. Sufficient course work is offered every semester to allow full-time graduate students some flexibility in planning a curriculum of study.

PROGRAM OF STUDY

The Millsaps program is designed to develop in its students those qualities which reflect the needs of organizations for broadly educated managers who are adaptable to new environments and have a high degree of analytical skills.

The M.B.A. degree will require the equivalent of 52 semester hours of study in accounting, economics, finance, management, marketing, and policy. Up to 22 of these hours are prerequisite and foundation in nature and subject to waiver on the basis of prior undergraduate or graduate work judged to be equivalent in content and normally taken within the past 7 years at Millsaps or elsewhere. A portion of the advanced course component may possibly be satisfied by transfer of equivalent graduate credit. However, at least 24 hours of graduate credit must be taken at Millsaps College. Students should complete most of the foundation course work before attempting advanced study.

Graduate Foundation Courses	Course Number	*Credits*
Survey of Accounting	580	4
Survey of Economics	500	4
Survey of Management	533	2
Survey of Operations Management	534	2
Survey of Finance	562	2
Survey of Marketing	521	2
Legal Environment of Business	520	2
Computers and Statistics	100, 275	4
		22

The advanced component of the M.B.A. program is divided between core or required courses and elective courses. Electives are offered in accounting, economics, finance, management, marketing, and policy.

Core and Elective Courses	Course Number	*Credits*
Seminar in Organization Theory	630	3
Business and Economic Forecasting	601	3
Current Economic Policy	691	3
Business Policy	699	3
Total Core		12
Electives		18
Total Hours		30

ADMISSION

Students may be admitted to the program and commence course work at the beginning of any semester: fall, spring, or summer. The procedure for being admitted to degree candidacy calls for:

- submission of a completed application for admission to the program and the $20 application fee,
- submission of an official copy of the undergraduate transcript (sent directly by the institution to Millsaps College) which certifies the applicant has received the baccalaureate degree and other transcripts necessary to provide a complete review of prior academic work,
- submission of an official score on the Graduate Management Admission Test (GMAT) directly from Educational Testing Service, and
- an interview with the Dean of the School of Management is advisable.

Students must be admitted to the program before taking graduate level course work at Millsaps, unless their undergraduate grade-point average (GPA) is 3.0 (A = 4.0) or higher. Students with grade-point averages of 3.0 or higher may take graduate course work but must complete the admission process during their first semester. Undergraduate prerequisites may be taken before the student is admitted to the graduate program regardless of his or her grade-point average.

To be admitted to the M.B.A. program, applicants must demonstrate an aptitude for graduate study. The results of the GMAT and the applicant's previous college record will be the primary determining factors in making the admission decision.

Entering graduate students from countries other than the United States for whom English is not the major language are required to demonstrate high-level competence in the use of the English language by scoring at least 550 on the Test of English as a Foreign Language (TOEFL).

Foreign students coming to Millsaps College after completing a baccalaureate degree from a regionally accredited American college or university may have this requirment waived if satisfactory English grades were obtained in the student's undergraduate program.

EXPENSES

Basic expenses for full-time study at Millsaps are approximately $2,200 per semester. The part-time (11 hours or less) tuition rate is $90 per semester hour. Tuition and fees are subject to revision by action of the Board of Trustees.

FINANCIAL ASSISTANCE

Since most of the M.B.A. students at Millsaps work for businesses which have employee tuition assistance plans, only a limited financial aid program is available. Students enrolled for six or more hours during a semester are eligible to apply for any of the many federal student aid programs. Limited scholarships are available for women and minority students with excellent admission credentials, and full tuition scholarships are available to full-time students from Attala, Carroll, Choctaw, Montgomery, and Webster counties in Mississippi.

CORRESPONDENCE

For further information, contact

Dr. Jerry D. Whitt, Dean
School of Management
Millsaps College
Jackson, Mississippi 39210
Telephone: 601-354-5201

MISSISSIPPI COLLEGE

CLINTON, MISSISSIPPI

Mississippi College, chartered by the legislature in 1826, is the oldest institution of higher learning in the State of Mississippi. The Division of Business and Economics, organized in 1959, became the School of Business Administration in 1975.

PROGRAM OF STUDY

The graduate programs offered by the School of Business Administration are designed primarily for people who work full time but desire graduate study on a part-time basis. The required courses are offered only in the evening, meeting once a week, Monday through Thursday, from 7:00 p.m. to 9:30 p.m. Graduate study began with the Master of Business Administration (M.B.A.) program in 1967. Undergraduate prerequisites include

	Semester Hours
Accounting	6
Economics	6
Finance	3
Management	3
Marketing	3
Statistics	3

Students in the M.B.A. program complete a graduate core which is intended to provide a knowledge of principles underlying the operations of business and public enterprise. These courses constitute the foundation upon which the more advanced aspects of the program are built.

Graduate Core

ECO 531, Production Economics I (Microeconomics)	3
ECO 532, Production Economics II (Macroeconomics)	3
ACC 501, Accounting Policies	3
FIN 541, Financial Management	3
	12

Additional Courses Required for M.B.A.

MKT 581, Market Analysis	3
GB 551, Human Relations in Business	3
MGT 571, Advanced Principles of Management I	3
MGT 572, Advanced Principles of Management II	3
Six semester hours of general business electives or a thesis	6
	18

ADMISSION

The basic requirements for admission are a bachelor's degree from an accredited college or university, an undergraduate record which indicates the ability to pursue graduate study, a satisfactory score on the Graduate Management Admission Test, and completion of the undergraduate prerequisites or their equivalent. Admissions are made for the fall and winter semesters. Credentials should be in the graduate office by August 1 for the fall semester and January 1 for winter.

EXPENSES

Tuition (1980-81) was $66 per semester hour with a fixed registration fee of $22.

CORRESPONDENCE

To obtain further information or to request an application for admission, interested applicants should write

Dr. Gerald Lee, Dean
School of Business and Public Administration
Mississippi College
Clinton, Mississippi 39058

or

Dr. Edward McMillan, Dean
Graduate School
Mississippi College
Clinton, Mississippi 39058

MISSISSIPPI STATE UNIVERSITY

MISSISSIPPI STATE, MISSISSIPPI

Mississippi State University was founded as a land-grant institution in 1878. The College of Business and Industry, organized in 1915, is one of the oldest in the South. The organizational structure of the college includes The School of Accountancy and the Departments of Business Statistics and Data Processing, Economics, Finance, Management, and Marketing. The college also encompasses the Division of Research and the Division of Business Services. Both the undergraduate and graduate programs are fully accredited by the AACSB.

PROGRAMS OF STUDY

The Master of Business Administration (M.B.A.) is an advanced professional degree in administration. While some concentration in a particular functional area is permitted, breadth in the educational experience is the essential characteristic of the degree. There is no thesis required, but 30 graduate hours, 24 of which must be in courses reserved strictly for graduate students, are required beyond any prerequisite undergraduate courses the student may lack. The graduate study consists of 9 semester hours of electives plus a compulsory core including Advanced Accounting Analysis for Decision Making, Research Methods in Business and Economics, Managerial Economics or Economic Analysis I (microeconomics), Economic Analysis II (macroeconomics), Financial Policies, Management Policies, and Marketing Policies.

Thirty hours beyond the prerequisite undergraduate courses are required for the M.S. degree in business administration, including six hours of thesis credit. A major within the College of Business and Industry must be completed, and a minor, either inside or outside the college, is required. The M.S. degree permits a higher degree of specialization than the M.B.A.

Forty-five hours of accounting credit are required in the combined undergraduate and graduate programs for the M.P.A. degree. The core of graduate credit courses consists of 12 hours elected from the last 7 courses listed in the M.B.A. core above, one of which must be an economics course. All B.P.A. requirements must be fulfilled.

Requirements for the M.A. in economics degree are 18 hours of graduate courses in economics, including 6 hours for thesis, and 12 hours in a minor field.

All graduate programs except the M.A. in economics require the following undergraduate prerequisite courses: elementary accounting—6 hours, principles of economics—6 hours, business law—3 hours, business statistics—3 hours, business finance—3 hours, money and banking—3 hours, principles of management—3 hours, principles of marketing—3 hours.

The successful completion of the D.B.A. degree program will necessitate a reasonable competence in the quantitative area of business. A minimum of 60 hours of course work beyond the baccalaureate degree is required (30 beyond a master's degree in business), as well as a research dissertation. No foreign language is required.

The D.B.A. curriculum consists of one designated 18-hour major field, two 12-hour minor fields, and 6 hours in each of three remaining fields for the total of 60 hours (minimum) beyond the baccalaureate degree. Concentrations are offered in six fields: accounting, business statistics and data processing, economics, finance, management, and marketing. A minimum of 30 hours must be taken in the program at Mississippi State.

With the approval of the major department, a student may elect one of the minor fields from an area outside the College of Business and Industry. In such cases, the so-called remaining fields in business increase in number from three to four and a minimum of 6 hours must be completed in each, which increases overall hour requirements to a minimum of 66 beyond the baccalaureate degree.

Written comprehensive examinations must be passed in the major field and in each of the two minor fields.

ADMISSION

Regular admission to all degree programs, except the M.A. in economics, requires a 2.50/4.00 grade-point on all undergraduate work or a 2.75/4.00 grade-point on the last two years of baccalaureate work, a baccalaureate degree from an accredited four-year institution, and a minimum total score of 450 on the Graduate Management Admission Test (GMAT). When students are deficient in either of the criteria cited, they may nevertheless be considered for admission if they exceed the minimum required in the other criterion in accordance with standards cited by the AACSB. Admission to the M.A. in economics program requires the Graduate Record Examinations (GRE), with a minimum combined aptitude score of 900. Grade-point requirements are as cited above.

Admission to the doctoral program requires a GMAT score of 500 and cumulative undergraduate quality-point average of 2.75/4.00, plus a minimum quality-point average of 3.25/4.00 on all prior graduate work, with prior graduate hours in business and economics including no more than 20 percent below the grade of B. Consideration will be given to an applicant who is deficient in not more than one of the specifications cited above. Satisfactory English proficiency is required of all foreign applicants.

EXPENSES

Annual expenses (subject to change) for regular course loads:

In-state students	$ 930
Out-of-state students	1,780
Dormitory rooms or apartments, per semester	275-300

FINANCIAL ASSISTANCE

A number of graduate assistantships are available at both the master's and doctoral levels. The normal stipend for a master's level assistant is $2,140 for nine months. At the doctoral level, teaching (six hours per semester) and research assistantships carry stipends of $5,100 for nine months. Out-of-state tuition is waived for recipients of graduate assistantships.

CORRESPONDENCE

For further information, write to

Director, Division of Graduate Studies in Business
College of Business and Industry
Mississippi State University
Drawer AU
Mississippi State, Mississippi 39762

MONMOUTH COLLEGE

WEST LONG BRANCH, NEW JERSEY

Founded in 1933, Monmouth College has offered graduate work at the master's level since 1967. Total college enrollment is approximately 4,000 students. Many students live on campus, but a significant number are part-time or full-time commuters. This diversity in the student body, as well as the wide range of available programs, makes Monmouth College a heterogeneous and dynamic institution.

Approximately 30 percent of the undergraduate and graduate students at Monmonth major in business administration. The graduate component is made up primarily of part-time students who are employed in a variety of industrial, financial, and research organizations. The School of Business Administration welcomes recent college graduates, and the program in management accommodates business administration graduates as well as students who majored in other subjects.

The location of the college is ideal for business students. West Long Branch, New Jersey, is only a mile from the Atlantic Ocean in a growing shore area rich in employment and recreational opportunities. Only 50 miles from New York City and 75 miles from Philadelphia, the college is beautifully situated on 120 acres. Several large estates combine with attractive new buildings to form a campus valued at more than $40,000,000.

PROGRAM OF STUDY

Classes are usually held in the evening and meet once a week for three credits. Requirements for the Master of Business Administration (M.B.A.) degree vary from 39-60 credits, as explained below. On approval by the Dean, a student may transfer a maximum of nine credits from another graduate school. Although it is possible to take four or five courses during a semester, most students take only two or three courses. The average class size ranges from about 25 to 30; seldom are classes larger than 40; and most students have several courses in which enrollment is as small as 15. The case study method is used in some courses.

The seven courses listed below, offered at the graduate level at the graduate level, are for students without the basic business common body of knowledge. They are prerequisite to all remaining courses but may be waived for acceptable equivalent courses taken either in an undergraduate or graduate program. Students for whom all seven courses are waived need complete only 39 credits, instead of the 60 credits normally required.

500 Introduction to Quantitative Analysis for Business Decisions
501 Economics for Management
503 Financial Accounting
504 Computer Techniques for Business
505 Business Statistics
507 Business Finance
508 Marketing: Concepts and Strategies

Courses required of all students are the following:

509 Quantitative Analysis for Business Decision Making
513 Production Management
515 Management of Human Resources
521 Financial Management
531 Marketing Management
541 Managerial Accounting
561 Managerial Economics
590 Business Policy
563 International Business
or
571 Economic Policies in Society

In addition to the required courses, students choose 4 electives (12 credits), guided by an advisor. Electives include courses in such areas as accounting, economics, finance, marketing, or management.

ADMISSION

A candidate for the M.B.A. program is required to have obtained a baccalaureate degree from an accredited institution with an acceptable undergraduate scholastic average and to complete the Graduate Management Admission Test (GMAT). A weighted combination of the baccalaureate scholastic average and the GMAT is used for admission selection. Letters of recommendation are optional; however, candidates with low weighted scores may be required to submit letters of recommendation and/or to have a personal interview with the admissions committee.

Students are admitted for the fall term beginning in September, the winter term in January, or the short (three-week and six-week) summer sessions during June, July, and August. Applications should be received at least 15 days prior to the beginning of a term.

EXPENSES

Tuition, per credit hour	$121
Application fee	20
Registration fee, per semester	5
Student services and activities fees, per semester, based on number of credits	18-57

FINANCIAL ASSISTANCE

Since most graduate students attend part time, financial assistance is not generally given; however, a few assistantships are available.

PLACEMENT

The college maintains its own Placement Office, visited annually by representatives of companies chiefly in the metropolitan area. The Placement Office also keeps interested alumni informed of employment opportunities for experienced personnel.

CORRESPONDENCE

For further information, write or call

Dean, School of Business Administration
Monmouth College
West Long Branch, New Jersey 07764
Telephone: 201-222-6600

MONTCLAIR STATE COLLEGE

UPPER MONTCLAIR, NEW JERSEY

Montclair State College has committed its talents and energies to becoming a major source of management education for the region and the nation by: (1) providing a high quality course of study in northern New Jersey leading to the Master of Business Administration (M.B.A.) degree; (2) servicing presently employed personnel by sequencing courses during evening hours for part-time students; (3) recognizing that a large number of potential students are employed in medium sized firms and therefore emphasizing, within the curriculum, material fitted to such firms; (4) focusing the program to assist women and minority students who do not necessarily have the degree of managerial experiences and traditions normally assumed of M.B.A. students; (5) as part of the admission process, providing for assessments and special testing for students who are not recent baccalaureates or have not recently been actively pursuing an advanced degree, as well as developing a special course to assist in reorientation to the rigors of fast-paced, highly competitive graduate management education; (6) recognizing the increasing need for more advanced management training for local and county level governmental employees and therefore providing curriculum materials focused to this purpose; and (7) providing a stronger public service component for the already existing Management Development Center and Small Business Administration Institute.

PROGRAM OF STUDY

The M.B.A. program is a program designed largely for part-time students with liberal arts, scientific, or professional backgrounds. Prior work experience is not required but is strongly recommended for all applicants. The curriculum stresses the theoretical basis of management disciplines, as well as practical applications of theory and current management practices. The goal of the program is to produce management generalists who are also skilled in one or more specific functional areas. In general, the M.B.A. seeks to impart the knowledge, skills, and attitudes that help managers understand and assess management situations and problems, evaluate options in the light of their consequences to the system and the larger environment, select a course of action, and implement a solution. Students are encouraged to think broadly of their tasks and their functions. The curriculum of the regular M.B.A. program consists of 63 semester credit hours, approximately half of which (33 hours) are devoted to a common body of knowledge required of all graduates. This is the core. The other half (24 hours) is divided into approximately equal parts, one devoted to an area of concentration, and the other to distribution over a range of management-related subjects and an integrating course (6 credits) comprised of either a thesis or a management game. All students are required to complete one area of concentration, normally chosen from one of the following specific fields: business economics, accounting, finance, marketing, management organizational behavior, and quantitative analysis. In addition, a co-concentration in international business will be available to students who carefully plan their program. With the consent of a sponsoring faculty member and the Graduate Office, before registration for the fall semester of the second year, students may design a concentration of their own choosing. The student's concentration consists of three courses in addition to core courses in the selected field. Courses available for each field of concentration are listed.

ADMISSION

To be admitted to graduate study at Montclair State College an applicant must have a baccalaureate degree from an accredited college or university in the United States, or its equivalent from a foreign institution of higher education. Applicants are evaluated on several criteria (e.g., grade-point average, Graduate Management Admission Test (GMAT) scores, recommendations and interviews) to enable the college to identify those students who demonstrate the greatest promise of scholarly achievement and ability to benefit from their proposed program of study.

EXPENSES

Tuition and fees for the 1980-81 academic year totaled $56.20 per semester hour.

FINANCIAL ASSISTANCE

A limited number of graduate teaching assistantships are available in some instructional departments. Duties vary according to the needs of the department and require fifteen hours of service a week. Each assistant receives a stipend of $3,000 and remission of tuition and general fees. A few assistantships may also be available in noninstructional departments and offices under the same terms. Further information may be obtained from the Division of Graduate Studies or the appropriate department.

National Direct Student Loans are available. To be eligible for a loan, an applicant must be a citizen or national of the United States, or must have such immigration status and personal plans as to indicate that he is in the United States for other than a temporary purpose.

New Jersey State Student Loans are made by any participating banking or savings and loan institution in the state. Loans are guaranteed by the New Jersey Higher Education Assistance Authority. A list of banks participating in this program may be obtained from the New Jersey Higher Education Assistance Authority or the college's financial aid advisor. Maximum loan for each graduate year is $5,000. Loan applicants must follow all procedures in effect at the time of the application.

PLACEMENT

The Career Center exists to provide resources information and counseling for students and alumni seeking help in utilizing their college education in satisfying careers and occupations. Services provided include career counseling, career library, credential service, graduate school catalogs, group seminars, newsletters, on-campus recruitment and employment referrals.

CORRESPONDENCE

For further information, write or call

Alan J. Oppenheim, Director, M.B.A. Program
Montclair State College
Upper Montclair, New Jersey 07043
Telephone: 201-893-4284

MOORHEAD STATE UNIVERSITY

MOORHEAD, MINNESOTA

Moorhead State University is one of three institutions of higher education located in the twin cities of Moorhead, Minnesota and Fargo, North Dakota. The university's enrollment of more than 7,200 full-time and part-time students constitutes approximately one-third of the total college enrollment in a community of more than 100,000. The two cities are a major business and distribution center for the Northwest, and business programs are planned for their practical relation to activities of the area as well as with attention to the general professions which their graduates will serve.

PROGRAM OF STUDY

The Master of Business Administration (M.B.A.) program is designed primarily for the business practitioner who seeks a foundation for steady growth as a professional manager. Since most of the persons admitted to the program will be employed full time, required courses are scheduled for late afternoon and early evening presentation. Elective courses are available from a broad range of offerings. Persons anticipating full-time enrollment are advised that the program might not be completed in less than two years due to the sequence of required courses.

Applicants are expected to have demonstrated proficiency in elementary economics (macroeconomics and microeconomics) and elementary statistics prior to admission. Any deficiency at the time of admission in basic finance, marketing, management (one course each), and accounting (one-year sequence) must be removed before graduate courses in the corresponding functional areas may be taken.

The program requires a minimum of 47 quarter-hour graduate credits, including

- a business core (15 credits) of business and society, financial institutions, marketing administration, management law, and managerial ccounting;
- business tools (9 credits) of statistical tools for business management, managerial microanalysis, and macroeconomic policy;
- electives (20-23 credits) to include courses in at least three areas of accounting, finance, management, and marketing;
- research (3 credits) or special assignments completed in conjunction with two advanced courses.

All aspects of the program are planned and completed in consultation with a committee of faculty persons serving the program and specifically assigned to each student.

ADMISSION

Applicants must hold a bachelor's degree from an accredited institution and present scores from the Graduate Management Admission Test (GMAT). Letters of recommendation are required, and personal interviews with the program coordinator are encouraged. Applications are processed upon completion of a file, and admission may be initiated for any quarter or the summer session.

EXPENSES

A $10 nonrefundable application fee is required with each application. Tuition and fees (1980-81) for courses presented on campus were $18.10 per credit hour for residents of Minnesota or $33.85 for nonresidents. (Resident tuition reciprocity privilege is extended to residents of Wisconsin, South Dakota, and North Dakota.) Dormitories provide housing for single students at an average rate of $1,115 per academic year, and the housing office makes every effort to assist in location of off-campus accommodations when desired. Meals may be taken on campus for $600 per academic year. Inquiries should be addressed to the Housing Office. Medical services are available at a Campus Health Center, and a group plan of accident and health insurance is available through the university's Business Office.

CORRESPONDENCE

Further information about the M.B.A. program at Moorhead may be obtained by writing or calling

Graduate Studies Office
Moorhead State University
Moorhead, Minnesota 56560
Telephone: 218-236-2181

MOREHEAD STATE UNIVERSITY

MOREHEAD, KENTUCKY

Morehead State University is located in Morehead, Rowan County, Kentucky. For more than 50 years, the university has served the people of Kentucky and the nation. The programs at Morehead are structured to meet the needs of the individuals and communities in eastern Kentucky.

The School of Business and Economics at Morehead was formed in 1972. The Master of Business Administration (M.B.A.) program was established in 1973. The program has grown steadily since its founding.

PROGRAM OF STUDY

The Master of Business Administration program at Morehead provides an opportunity for the student to obtain competence in economics, accounting, and business administration with a greater specialization in management. The program requires a minimum of 30 semester hours, including:

	Hours
Accounting Analysis for Decision Making	3
Managerial Economics	3
Financial Management	3
Advanced Management	3
Business Policies and Strategies	3
Marketing Administration	3
Quantitative Business Analysis	3
Economics or Business Administration	9

ADMISSION

Applicants should be graduates of accredited four-year institutions. Students must submit the scores of the Graduate Management Admission Test (GMAT) prior to admission in the M.B.A. program.

To be fully admitted to the program, applicants must have earned a baccalaureate degree with no less than 2.5 (4.0 scale) overall grade-point average with a 3.0 average in the business core prerequisites.

Applicants who have not completed the core requirements may need to complete these prerequisites or their graduate equivalents before being admitted to the M.B.A. program. A list of those prerequisites appears in the next column.

Prerequisites	*Semester hours*
Principles of Accounting	6
Principles of Economics	6
Management	3
Marketing	3
Finance	3
Quantitative Analysis (Statistics and Calculus)	6
Equivalent Graduate Courses	
Acct. 500 Survey of Accounting	3
Econ. 504 Survey of Economics	3
Mngt. 500 Survey of Marketing & Management	3
Fin. 500 Survey of Finance	3
Mngt. 502 Survey of Quantitative Business Analysis	3

EXPENSES

Tuition, per semester	
Full-time resident	$287
Full-time nonresident	800
Part-time resident, per hour	32
Part-time nonresident, per hour	89
Housing	
Single students, per semester	240

FINANCIAL ASSISTANCE

A limited number of assistantships offering a stipend of $2,500 per year (10 months) are available. Applications are available from the Dean of Graduate Programs.

PLACEMENT

The university maintains a job placement center to assist in the job-finding process.

CORRESPONDENCE

Correspondence should be addressed to
M.B.A., School of Business and Economics
UPO 778
Morehead State University
Morehead, Kentucky 40351
Telephone: 606-783-5288

MOUNT SAINT MARY'S COLLEGE

EMMITSBURG, MARYLAND

Mount Saint Mary's College is a private, liberal arts college for men and women, located 3 miles south of Emmitsburg, Maryland on U.S. Highway 15 approximately 12 miles south of the famed battlefields of Gettysburg, Pennsylvania. The college is within easy commuting distance of Washington, D.C. to the south, Baltimore to the east, and Harrisburg to the north. Enrollment of undergraduates is about 1,400, and there are approximately 150 students enrolled in the Master of Business Administration (M.B.A.) program.

The college, founded in 1808, has a campus which comprises nearly 1,200 acres. The Department of Business is located in the Knott Academic Center, which was opened in 1975. Computer facilities on campus include an IBM System/3 Model 10, Altair 8800, and microcomputers. The modern library contains approximately 120,000 volumes and 700 journals and periodicals.

PROGRAM OF STUDY

The purpose of the Master of Business Administration program is to provide a broad education designed to prepare individuals for professional and managerial positions with decision-making responsibilities. The program, introduced in 1975, emphasizes the systems approach to management, and an interdisciplinary approach to the administration of the firm is employed. The M.B.A. program is accredited by the Middle States Association of Colleges and Secondary Schools and the State Department of Education in Maryland. The program also has been approved by the Maryland State Board for Higher Education and the Veterans' Administration.

Students having an undergraduate major in the areas of business or economics ordinarily take a 36-credit program. Students who have an undergraduate major in areas other than business or economics ordinarily take 45 credits.

All students who have an undergraduate major in business or economics are required to take a minimum of 12 credits in core courses. All students with an undergraduate major in areas other than business or economics are required to take financial accounting, business economics, fundamentals of management, and at least an additional 12 credits in core courses. All students are required to take a specified six credits in their area of concentration which can be selected from accounting, economics, industrial relations, or management. The remainder of a student's program consists of elective courses.

A candidate must pass all course requirements with a cumulative grade-point average of at least 3.0 on a 4.0 system. A student will be admitted to candidacy after he has completed 12 credits with a cumulative grade-point average of 3.0 or better.

ADMISSION

Admission is open to qualified students who hold the baccalaureate degree from an accredited college or university. No specific undergraduate courses are required for admission. All applicants are required to submit scores on the Graduate Management Admission Test (GMAT).

Each applicant for admission to the program will be evaluated on his overall qualifications by the M.B.A. Graduate Admissions Committee. In making its decisions the Graduate Admissions Committee will be guided by the applicant's (1) undergraduate record, (2) score on the GMAT, (3) letters of recommendation submitted in his behalf, (4) managerial and executive potential as evidenced by his undergraduate activities, military service experience, and/or professional managerial experience, and (5) personal statement of career objectives.

EXPENSES

Application fee	$ 15
Tuition, per credit hour	100
Books and supplies, per course	20-30

FINANCIAL ASSISTANCE

A limited number of scholarships and assistantships are available for full-time students. Loans through commercial and governmental sources are available.

PLACEMENT

The facilities of the College Placement Bureau are available to assist students and alumni in job selection.

CORRESPONDENCE

For further information on the M.B.A. program, interested students should write or call

Dean
Graduate School of Business
Mount Saint Mary's College
Emmitsburg, Maryland 21727
Telephone: 301-447-6122, extension 414

MURRAY STATE UNIVERSITY

MURRAY, KENTUCKY

Murray State University, founded in 1922 and accredited by the Southern Association of Colleges, is located in the western Kentucky college community of Murray. The city's population is approximately 20,000. The campus is situated 15 miles from Kentucky Lake, Barkley Lake, and the 170,000-acre Land-between-the-Lakes National Recreation and Wildlife Area. The university, with an enrollment of approximately 8,500 students, is divided into 6 academic colleges, one of which is the College of Business and Public Affairs. The undergraduate business programs offered through the college were accredited by the American Assembly of Collegiate Schools of Business in 1976.

The offices and classrooms of the College of Business and Public Affairs are found in two modern, air-conditioned buildings located near the center of the campus. The M.S.U. Computing and Information Systems Office, conveniently located on the first floor of one of these buildings, houses an IBM 360-50 and is linked to an IBM 370-165 at the University of Kentucky and to a large DEC 10 at the University of Louisville. The university libraries—the Waterfield Central Library and the Pogue Special Collections Library—contain approximately 500,000 resource materials and receive over 2,300 periodicals.

The faculty of the College of Business and Public Affairs numbers 58 full-time men and women, most of whom possess the earned doctorate. Since 1967, the college's faculty has published the journal *Business and Public Affairs*. Business courses were offered first in 1935; the Business School was formed in 1966; and the Master of Business Administration (M.B.A.) degree also was inaugurated in 1966. The college's enrollment is approximately 1,600 undergraduate students and 200 M.B.A. students. The complete M.B.A. program is offered at Murray during both day and evening hours and, during the evening only, at two off-campus centers: Owensboro, and Paducah, Kentucky.

PROGRAM OF STUDY

The Master of Business Administration degree is designed to qualify men and women for creative leadership positions in an increasingly complex and dynamic business society. Primary emphasis is placed on the analysis of business problems, the determination of business policies, and the development of skills and judgment necessary for competent management.

Regardless of the student's undergraduate major, an M.B.A. program can be tailored to meet each person's needs. The M.B.A. requirements are divided into two parts: (1) foundation courses and (2) advanced courses. The 30 semester hours of foundation courses are designed to create a base upon which the student can build in the advanced phase of the program. A student who has previously completed undergraduate or graduate courses equivalent to one or more of the foundation courses may be granted a waiver for work previously completed.

The 30 semester hours of advanced courses are intended to develop a thorough understanding of the forces which characterize the world of business. They are not designed to provide training in routine tasks which can best be acquired by on-the-job training. Instead, these courses are intended to provide the basic understanding necessary to maximize the benefits of business experience. The 30 hours of advanced courses include 21 hours of specified courses and 9 hours of approved electives.

ADMISSION

Applicants for admission must submit a completed application for graduate admission plus an official transcript showing the completion of a baccalaureate degree from an accredited college or university. Admission will be granted only to students with an acceptable undergraduate grade-point average and an acceptable score on the Graduate Management Admission Test (GMAT).

EXPENSES

Expenses for 1980-81 for a full-time graduate student per regular (fall or spring) semester were

Fees	
Kentucky residents	$307
Out-of-state residents	820
University dormitory (double occupancy)	270
University cafeteria (21 meals per week)	395
Books and supplies (estimated)	140
Personal (estimated)	450

One-bedroom and two-bedroom university-operated housing for married students or for single students with children is available at rents ranging from $150 to $170 per month, including utilities. Reasonably priced private rooms and apartments are available adjacent to the campus and at the nearby lakes.

FINANCIAL ASSISTANCE

In addition to graduate research and teaching assistantships, a wide variety of other assistance is available including an assortment of student loan programs, a federal work-study program, and a university-sponsored Student Employment Program. All graduate assistants pay in-state fees.

PLACEMENT

An active Placement Service is maintained for students in the M.B.A. program and for alumni. A number of well-known national companies regularly visit the campus seeking qualified candidates.

CORRESPONDENCE

Inquiries should be addressed to

Assistant Dean for Graduate Studies
College of Business and Public Affairs
Murray State University
Murray, Kentucky 42071

NEW HAMPSHIRE COLLEGE

MANCHESTER, NEW HAMPSHIRE

Since 1974, New Hampshire College has offered the Master of Business Administration (M.B.A.) degree with the declared intention of providing advanced academic work in the fields of business and management for those persons who already possess an undergraduate degree in business and who are already working full time. The evening program is offered on the main campus of the college in Manchester and at satellite centers in Salem, Portsmouth, Nashua, and Concord (New Hampshire) and at the Brunswick (Maine) Naval Air Station; for this reason, the full-time graduate faculty is supplemented with adjunct instructors in specialized areas of study. Students in the program can avail themselves of an outstanding library collection in the field of business, as well as being able to draw on other libraries in the state through the New Hampshire College and University Council consortium.

A complementary Master of Science (M.S.) program is in the process of development, with the M.S. in accounting slated for introduction in the fall of 1981. Details will be forthcoming from the Graduate School of Business.

PROGRAMS OF STUDY

The master's degree is offered with two specializations: accounting and management. These share a common core of six courses, with the remaining five courses being divided between specialization requirements and electives permitting added concentration. A three-course Certificate in International Business program is available either as part of the degree program or independently. A thesis option, equivalent to six credits, is offered, and many of the course offerings entail preparation of research papers or similar reports.

The degree program is offered on a schedule of four 12-week terms through the year, starting in September, December, March, and June; classes meet one evening weekly from 6 to 9 p.m.; a Saturday morning program from 9 to 12 is also available on campus. Course scheduling generally permits entrance in any of the four terms. The graduate core is offered at all locations, the accounting specialization in Manchester and Portsmouth, and that in management in Manchester, Salem, Nashua, Concord, and Brunswick.

ADMISSION

Applicants to the program must possess a baccalaureate degree or higher from an accredited institution. An overall undergraduate grade-point average of 2.5, or 2.7 for the latter half of the undergraduate work, (4.0 basis) is required. Applicants must take the Graduate Management Admission Test (GMAT), but no minimum score has been set.

In addition, specific background preparation is required in accounting, economics, and mathematics (six credits each), and in business organization, business law, marketing, statistics, and data processing (three credits each). Students lacking in these areas may complete course work through the college's evening undergraduate program or gain equivalent credit through tests of the College-Level Examination Program (CLEP).

Foreign students should submit scores from the Test of English as a Foreign Language (TOEFL) or other proof of English proficiency, as well as an official copy, in language of issue, of their undergraduate transcript, together with a notarized translation of the transcript.

Six graduate credits from an accredited institution may be transferred to New Hampshire College.

EXPENSES

Tuition is charged at the rate of $100 per credit, or $300 per course, exclusive of books and other supplies and fees. Because the program is offered only in the evening, students are expected to have made their own arrangements for residence and transportation; no on-campus residence is available.

PLACEMENT

Although the program is primarily designed for persons already employed full time, students and alumni of the M.B.A. program can make use of the college's Office of Career Planning and Placement, which maintains information on current job opportunities in the public and private sectors, and participates in semiannual "job fairs" attended by recruiters from a wide spectrum of businesses, industries, governmental agencies, and nonprofit institutions.

CORRESPONDENCE

Further details are available from
Dr. Jacqueline F. Mara, Dean
Graduate School of Business
New Hampshire College
2500 North River Road
Manchester, New Hampshire 03104
Telephone: 603-668-2211

NEW MEXICO HIGHLANDS UNIVERSITY

LAS VEGAS, NEW MEXICO

New Mexico Highlands University was founded in 1893 as a liberal arts university, and today, as a state-supported school, continues its commitment to seeking the fullest personal and educational growth of both students and faculty. The university is located in Las Vegas, New Mexico, in the foothills of the Sangre de Cristo mountains within an hour's drive of the historic capital city of Sante Fe, and numerous ski and recreational areas. The university functions in an area rich in the cultural history of the American Indian, Spanish, Anglo, and Black communities. A major goal of the university is to create an atmosphere conducive to intercultural exchange and learning.

New Mexico Highlands University is accredited for both undergraduate and graduate work through the master's degree by the North Central Association of Colleges and Schools. The university is a member of the National Commission on Accrediting and the American Assembly of Collegiate Schools of Business. At the graduate level, the school offers a Master of Business Administration (M.B.A.) and also a Master of Arts in business education through both full and part-time programs. The Business and Economics Department currently enrolls 664 undergraduate and 30 graduate students at the Las Vegas campus and 235 graduate students at the Kirtland Air Force Base Extension Center in Albuquerque. Total university enrollment is 2,220 graduate and undergraduate students on the Las Vegas campus.

PROGRAM OF STUDY

The Master of Business Administration degree is designed to provide a professional foundation for careers in business or public service. Students with undergraduate degrees in other fields are eligible to participate in this program. Emphasis is placed on developing tomorrow's managers for business and government and preparing graduate students for doctoral study. The nature of the business system is studied as a whole to prepare students to recognize, analyze, and solve problems inherent in organizations of varying size and complexity.

The curriculum is divided into a core of 8 required courses and a series of elective courses. A total of 32 semester hours is required with a thesis optional. There is no foreign language requirement. Core courses cover marketing management, finance, economics, quantitative business methods, accounting, research methods, and courses in the legal and ethical environments in which business functions.

ADMISSION

Applicants must possess a baccalaureate degree from an accredited university or college. At least a 3.00 undergraduate grade-point average (on a scale of 1-4) is a prerequisite for regular graduate student status. In addition, satisfactory performance on the Graduate Management Admission Test (GMAT) is required. Students whose native language is not English must submit an acceptable score on the Test of English as a Foreign Language (TOEFL) before they may be admitted.

Even though students are encouraged to enter the master's program in the fall semester, they may also enter in the spring or summer terms. Completed application forms and transcripts of all college work must be submitted to the Office of Admissions at least 30 days prior to matriculation. Application forms are available through the Admissions Office.

EXPENSES

Estimated costs per semester

	Resident	Nonresident
Tuition and fees	$ 250	$ 770
Room and board, on campus	670	670
Books	125	125
Personal expenses	250	250
Transportation	200	200
	$1,495	$2,015

On-campus apartments are available for married students, and some off-campus housing is available.

FINANCIAL ASSISTANCE

A limited number of scholarships and assistantships (full-time and part-time) are available. Information concerning other financial assistance available may be obtained from the Financial Aids Office.

It is the policy of the university not to discriminate on the basis of sex, handicap, race, color, religion, marital status, or national or ethnic origin in its programs and policies.

PLACEMENT

The university maintains its own Placement Office, visited annually by representatives from a variety of companies and government agencies. The Placement Office offers its services to interested alumni.

CORRESPONDENCE

For further information concerning the programs of study offered at New Mexico Highlands, please write to

Director of Admissions
New Mexico Highlands University
Las Vegas, New Mexico 87701
Telephone: 505-425-7511, extension 232

NEW MEXICO STATE UNIVERSITY

LAS CRUCES, NEW MEXICO

New Mexico State University, founded in 1888 as the state's land-grant institution, is located in the Rio Grande Valley in the south-central portion of the state. Within 45 miles and to the south is the urban area comprising the border cities of El Paso, Texas and Juarez, Mexico. The proximity of Mexico provides an excellent opportunity for intercultural relations with our southern neighbors. In the commuting area are major federal research and military facilities. The main campus consists of 6,250 acres of land and over 80 buildings valued at $50 million. Guthrie Hall, the home of the College of Business Administration and Economics, was completed in 1968; it provides a very functional and attractive facility for the graduate program. The following degrees are offered by the college: M.B.A., M. of Accountancy, M.A. in economics, Bachelor of Accountancy, B.A. in economics, and B.B.A. Baccalaureate programs are accredited by the American Assembly of Collegiate Schools of Business.

PROGRAM OF STUDY

The M.B.A. program is a professional, 52-credit program designed to provide the student with a broad orientation in the fields of management and administration. Students completing the program are prepared for administrative or management positions in all types of organizations, both private and governmental. In addition to the breadth of coverage in the program, students may select a specific field of 6-9 semester credits in which they can develop some degree of specialization. Options are offered in accounting, economics, finance, management, and marketing. Minors of an interdisciplinary nature are available in other departments of the university (for example, computer science, industrial engineering, mathematics, psychology, sociology). Frequently these opportunities are used by students to update their undergraduate areas of specialization.

Prior preparation of students will vary widely, but it is emphasized that a baccalaureate degree in business administration is not required. For students with adequate preparation in business administration, however, up to 22 semester credits may be waived, provided that the courses upon which waivers are claimed have been taken within 7 years of enrollment in the program. Although it is not a stated requirement, competency in mathematics, communication skills, and computer programming is essential.

ADMISSION

Applicants holding a baccalaureate degree from any recognized college or university may apply for admission to the Graduate School. Admission requirements of the Graduate School must be met before the applicant may be admitted to the M.B.A. program. To be granted regular admission in the Graduate School the applicant must have a 3.0 grade-point average (out of a possible 4.0) either overall or for the last half of undergraduate work. For students who do not meet this requirement, provisional or unclassified admission is available. In addition to the Graduate School requirements, admission to the M.B.A. program must be obtained. All applicants must submit acceptable scores on the Graduate Management Admission Test (GMAT) at least one month prior to the student's first enrollment. Other indicators of potential may also be used—interviews, evaluation of work experience, and letters of reference from former professors.

EXPENSES

Costs for 1980-81 were as follows*:

Per semester	*New Mexico Resident*	*Nonresident*
Full time (12 or more credits)	$354	$1,041
Part time (11 or fewer credits), per credit	29	87

*These costs may be subject to change without notice should conditions require.

FINANCIAL ASSISTANCE

Graduate assistantships are available to applicants eligible for regular admission who have a B.B.A. or similar degree. Other financial assistance is available through the Office of Financial Aids. Employment on campus or in the community is generally available.

PLACEMENT

The University Placement Office services the College of Business Administration and Economics. Several hundred firms and agencies interview on campus.

CORRESPONDENCE

Inquiries should be addressed to
Director
M.B.A. Program
College of Business Administration and Economics
New Mexico State University
Box 3AD
Las Cruces, New Mexico 88003
Telephone: 505-646-2821

NEW YORK INSTITUTE OF TECHNOLOGY

NEW YORK CITY, OLD WESTBURY, AND COMMACK, NEW YORK

The New York Institute of Technology is a privately supported, nonsectarian, coeducational institution offering career-oriented education in the technologies, science, business, the fine arts, and the communication arts. The college is known for its innovations in educational technology and for the development of management systems for education—areas which have received liberal support from government and foundations in the form of grants to the Learning, Management and Resources Center and the Advanced Systems Laboratory at the institute.

The college maintains an urban and suburban campus. The Metropolitan Center on West 61 Street in Manhattan is convenient to the heart of business enterprise in New York City. The Old Westbury campus in Nassau County occupies more than 700 acres of woodland and rolling fields and includes several estate facilities that are currently being converted for use as a management conference center. Each campus of the college has its own library. Students of the Division of Business and Management have access to an IBM 1620 and a Xerox Sigma computer facility, and computer applications are stressed throughout the program.

PROGRAM OF STUDY

Education for management must increasingly take new directions in a complex industrial society in which change is the only constant. The idea that there is a "business world" separate and distinct from all other communities is an anachronistic residue of the old economics. The modern corporation in all its conglomerate forms has become one of the institutional pillars of American society. To do this requires management personnel who are sensitive to the world around them and who can relate technological progress to the integrated needs of business and society. The Master of Business Administration (M.B.A.) program in management at the New York Institute of Technology is built on these awarenesses.

The M.B.A. program is designed to appeal especially to those who are holding full-time jobs while pursuing postgraduate study. Classes are scheduled to meet on weeknights and on Saturdays. The program operates on a trimester basis. Students whose undergraduate major was not in business and who lack the prerequisites for admission to this program will be permitted to enroll in the program while preparing for proficiency examinations. These examinations will be based on an independent-study program designed to make up the requirements for entrance into the program.

Thirty-six to 42 graduate credits are required for the M.B.A. degree. A maximum of 9 credits of graduate course work earned at other institutions may be applied toward the M.B.A. degree.

ADMISSION

Admission requirements for matriculation in the M.B.A. program are

- the baccalaureate degree from an accredited college;
- the intellectual capacity and motivation to pursue graduate work, as determined by a review of the transcript of undergraduate work;
- the completion of certain undergraduate courses in business or certification of competency in these areas by means of a proficiency examination; and
- satisfactory performance on the Graduate Management Admission Test (GMAT) required of all applicants.

Applications for admission are accepted on a continuous basis for each of the three trisemesters.

EXPENSES

Tuition, per credit hour	$88
Application fee (not refundable)	15
College fee, per trisemester	35*
Graduation fee	30

The cost of books and materials may be anticipated at about $150 to $250 per year.

*For 6 credits

FINANCIAL ASSISTANCE

Financial aid is available to full-time M.B.A. students through loans and government-sponsored financial aid programs. Inquiries should be directed to the Office of Financial Aid to the Veteran's Affairs Counselor.

PLACEMENT

The Placement Office, in the Division of Student Services, helps students obtain full- and part-time positions. A number of business firms recruit graduates on campus.

CORRESPONDENCE

Programs are available in New York, Old Westbury, Commack, and Rockland County. Application forms and additional information may be obtained from

Dr. Marvin Weiss
Associate Dean
Division of Business and Management
New York Institute of Technology
1855 Broadway
New York, New York 10023
Telephone: 212-399-8329

NEW YORK UNIVERSITY

NEW YORK, NEW YORK

New York University (NYU) Graduate School of Business Administration (GBA) is located in the heart of New York's business and financial district. Situated in the Wall Street area between the World Trade Center and the American Stock Exchange, the school plays a key role in training managers for the domestic and international arena. Faculty members are not only authorities in their academic fields but also professionals with considerable practical experience. In addition, experts from government and business offer advanced courses in their fields on an adjunct basis. Offering both full-time and part-time study, NYU GBA draws its students from the business community as well as from undergraduate institutions in the United States and 73 foreign countries. Nearly 1,000 full-time and 3,100 part-time students pursue a curriculum noted for its breadth and diversity. The resulting educational experience is a unique opportunity for advanced management study in the world's major commercial center.

PROGRAMS OF STUDY

The Master of Business Administration (M.B.A.) curriculum is designed to integrate the various aspects of business administration as study progresses from the theoretical to the practical. The program is divided into six levels, or tiers. Tiers I and II provide a foundation for advanced study and give students an opportunity to sample courses in all fields before choosing a major from among eight functional areas of concentration. In addition to courses in the major, students take several electives which may be concentrated in a second area or distributed among the specializations. Tiers III and IV consist of the major and elective courses. Tier V comprises two half-term courses examining the legal and social context of business. Tier VI is a one- or two-semester final project which enables students to culminate their research and study in an actual field experience.

Study at GBA is on a full-time or part-time basis. Full-time students generally complete the M.B.A. program in four semesters, while evening students take from three and one-half to five years to finish their degree requirements. Students who have had prior academic work in business may be granted exemptions from Tier I and Tier II courses, substituting advanced electives in their place.

In addition to the M.B.A., special programs of study are also offered: M.S. in accounting, M.S. in quantitative analysis, J.D./M.B.A., M.A. journalism/M.B.A., M.A. politics/M.B.A., and M.A. French Studies/M.B.A. The doctoral program is designed to prepare students for careers in teaching and research as well as for key positions in industry and government. Students take a sequence of advanced courses in economics, quantitative analysis, and behavioral science and then proceed to advanced study in two other fields.

ADMISSION

Admission is open to all qualified men and women who hold the bachelor's degree from an accredited undergraduate institution. No specific majors or course prerequisites are required or preferred. Applicants are evaluated on the basis of previous academic work, meaningful employment experience, motivation for graduate study, and potential for a career in management.

Applications are processed on a rolling admissions basis. The final date for submission of credentials is June 1 for the fall semester, November 1 for the spring semester, and April 1 for the summer semester. For the doctoral program applications should be submitted prior to April 1 for the summer and fall semesters and November 1 for the spring semester.

EXPENSES

Estimated tuition (1980-1981) is $3,025 per semester for full-time students (those registered for 12½-18 points). Part-time students pay $175 per point. During a nine-month academic year unmarried students can expect to spend $6,050 for tuition and fees and an additional $200 for books and supplies. On-campus living expenses are estimated at $3,850, and off-campus living expenses are estimated at $4,500. Married students will probably spend an additional $2,000.

Information on dormitory housing is available from the NYU Housing Office, 54 Washington Square South, New York, New York 10012. For information about apartments contact the Housing Coordinator, 921 Nichols Hall, 100 Trinity Place, New York, New York 10006.

FINANCIAL ASSISTANCE

The school makes every effort to provide financial assistance to qualified full-time M.B.A. and Ph.D. candidates who would otherwise be unable to attend. A large number of fellowships, scholarships, assistantships, and loans are available, both for first-year and advanced graduate students. The financial aid application deadline is January 15. Students who are applying for financial assistance are required to submit both their application for admission and their application for financial aid prior to this date.

PLACEMENT

Since GBA is located near many of the nation's leading corporations and financial institutions, the school maintains a close relationship with the business community. Each year more than 400 firms recruit on campus, and more than 600 students participate in visitations at nearby companies. In addition, the Office of Career Development publishes "Profiles," a resume book which is made available to over 500 companies in this country and around the world.

CORRESPONDENCE

Inquiries concerning graduate programs in management at NYU should be addressed to

Director of Admissions and Financial Aid
New York University
Graduate School of Business Administration
100 Trinity Place
New York, New York 10006
Telephone: 212-285-6250

NIAGARA UNIVERSITY

NIAGARA UNIVERSITY, NEW YORK

Niagara University, founded in 1856, was granted its first charter on April 20, 1863, by the New York State Legislature. It was chartered by the Regents of the University of the State of New York in 1883 and is accredited by the Middle States Association of Colleges and Schools. One of four divisions of the university, the College of Business Administration, with 1,300 students, offers programs in accounting, economics, finance, labor relations, and marketing, leading to the Bachelor of Business Administration (B.B.A.) and Bachelor of Science (B.S.) degrees. The Master of Business Administration (M.B.A.) program was approved by the New York State Board of Regents in November 1980. Graduate business courses were offered for the first time in January 1981.

The university, consisting of 25 buildings in its main campus, is uniquely situated on the lower Niagara River, 20 miles from Buffalo and 75 miles from Toronto. It is the terminus of three international bridges between the United States and Canada and is adjacent to the Robert Moses Power Plant, one of the largest hydroelectric plants in the world.

PROGRAM OF STUDY

The M.B.A. curriculum is professional in nature offering both theoretical and application oriented courses. The objective of the program is to educate forward looking managers in business, industry, government, and education. The focus is of a general nature rather than areas of specialization. The 48-semester-hour program is open to holders of any baccalaureate degree from a recognized college or university.

The 16 courses of the program are MBA 500, Financial Accounting; MBE 530, Economic Policy; MBQ 500, Quantitative Management; MBQ 510, Quantitative Methods; MBC 545, Communications for Executives; MBM 570, Management and the Behavioral Sciences; MBA 520, Managerial Accounting; MBE 540, Economic Analysis; MBI 560, Industrial and Labor Relations; MBP 630, Production and Industrial Management; MBF 550, Financial Management; MBR 665, Moral and Ethical Aspects of Corporations and Society; MBO 620, Operations Analysis; MBK 580, Marketing Management; MBS 590, Management Information Systems; and MVP 680, Business Strategy and Planning.

ADMISSION

Each applicant must submit: (1) a completed application form, (2) Graduate Management Admission Test (GMAT) scores, (3) official transcripts of all prior college work, (4) two letters of recommendation, and (5) such other information as the Admissions Committee may require.

EXPENSES

Tuition, per semester hour	$120
Application fee (nonrefundable)	25
Fee, per quarter	25

FINANCIAL ASSISTANCE

Scholarships, assistantships, and loans are available including positions in undergraduate dormitories. For positions as Resident Directors or Resident Assistants, the Dean of Women or Dean of Men, as appropriate, should be contacted. Financial assistance should be requested from the Financial Aid Office.

PLACEMENT

The Office of Career Planning and Placement assists graduating students and alumni to obtain career employment, counsels students and alumni on career opportunities, provides current occupational information, and assists enrolled students in securing part-time employment.

CORRESPONDENCE

Inquiries concerning the M.B.A. program offered at Niagara University should be addressed to

M.B.A. Committee
College of Business Administration
Niagara University
Niagara University, New York 14109

NICHOLLS STATE UNIVERSITY

THIBODAUX, LOUISIANA

Nicholls State University is a degree-granting institution of higher learning located in one of the oldest settled portions of the Mississippi River Valley. Since its establishment in 1948, Nicholls has seen its enrollment grow rapidly to over 6,000. The campus is a 200-acre tract of land that was formerly a part of historic Acadia Plantation. The university is located within one hour's drive from both the State Capitol in Baton Rouge and the metropolitan center of New Orleans.

PROGRAM OF STUDY

The program leading to the Master of Business Administration (M.B.A.) degree is designed to encourage the development of highly qualified professional managers. The M.B.A. program at Nicholls State is formulated for students with undergraduate backgrounds in all fields of study.

In order to provide opportunities for improving professional competency each graduate student is encouraged to assume responsibility for selecting a specialized program that will best fit his own individual needs and desires. Various areas of concentration may be achieved through the use of the elective segment of the M.B.A. curriculum.

The program leading to the M.B.A. requires the completion of 21 hours of basic core courses in accounting, business administration, economics, and finance. An additional 12 hours of electives must also be completed in the area or areas in which the student wishes to concentrate. These electives may be in either accounting, economics, finance, management, marketing, or in the quantitative area. If a student chooses to write a thesis (not required), it will reduce his elective courses from 12 to 6 hours. All students will be required to take comprehensive final written and oral examinations during their last semester.

ADMISSION

Admission to the school is open to qualified students who hold a bachelor's degree from an accredited institution. Emphasis is placed more on proven scholarship and academic promise than on the content of an applicant's undergraduate program. The holder of a bachelor's degree in business administration or in a related field can normally expect to complete all requirements for the M.B.A. degree in two semesters and one summer term. Those students who have undergraduate degrees in other fields can usually complete the M.B.A. requirements within two years.

All applicants must take the Graduate Management Admission Test (GMAT). Any student whose native language is other than English is required to take the Test of English as a Foreign Language (TOEFL).

Admission to the Graduate School does not imply admission to the M.B.A. degree program. After being admitted to the Graduate School, an applicant must meet the following additional criteria before being granted admission into the Master of Business Administration program:

- show evidence of satisfactory completion of all foundation courses with a grade of C or better,
- score at least 1,000 on the formula: score = 200 × GPA over last 60 undergraduate hours + GMAT total score.

A student who fails to satisfy both of the above criteria shall be classified as a pre-Master of Business Administration student until he or she meets the criteria.

Students are admitted for the fall semester beginning in late August, the spring semester beginning in early January, or the summer term which begins in early June. Students wishing to enter in the fall should submit formal applications no later than July 1; those for the spring term by November 1.

EXPENSES

	Fall or Spring Semesters	*Summer 1981 Session*
Registration and Tuition Fee*		
0-3 hours	$ 91.00	$ 48.00
4 hours	106.00	80.77
5 hours	121.00	88.27
6 hours	136.00	140.77
7 hours	195.65	
8 hours	210.65	
9 hours	225.65	
10 hours	240.65	
11 hours	255.65	
12 or more hours	270.65	
Nonresident fee for both graduate and undergraduate students registering for more than 3 student credit hours	$ 26.25 per hour up to $315.00	$ 26.25 per hour up to $157.50

The housing fee is $310 each semester and $155 for the summer session. Applications for housing facilities may be filed at any time and must be accompanied by a deposit of $25. All students living in residence halls are required to purchase a meal ticket at a cost of $340 per semester and $190 for the summer session.

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*All fees are subject to change.

FINANCIAL ASSISTANCE

To students who qualify, a limited number of assistantships and loans are available. The assistantships carry stipends of $3,400 for a nine-month period. Part-time employment is also available on campus. Applications may be obtained from the Office of the Dean, The Graduate School.

PLACEMENT

Graduate students are invited to use the facilities of the Placement Office at Nicholls. This office aids in locating positions and arranges for interviews with the numerous employers who annually contact the Placement Office.

CORRESPONDENCE

For additional information, write to

Dr. Clift Gresham
Director, Graduate Studies in Business
Nicholls State University
P.O. Box 2015
Thibodaux, Louisiana 70301

NICHOLS COLLEGE

DUDLEY, MASSACHUSETTS

Nichols College is a private, nonsectarian institution located in the town of Dudley, Massachusetts. Its two-hundred-acre campus situated in a New England country setting is within easy driving distance of several important metropolitan centers. The college traces its history back to 1815 when Amasa Nichols, a Dudley industrialist, founded Nichols Academy on the site of the present campus. The college was granted accreditation by the New England Association of Colleges and Secondary Schools in 1965. It received authorization to grant the degree of Master of Business Administration (M.B.A.) in 1974. Nichols presently has an enrollment of over 700 undergraduate and 100 graduate students. It is now poised for another period of substantial growth and development in its academic programs.

PROGRAM OF STUDY

The Master of Business Administration curriculum is designed to provide the student with an understanding of the economic, behavioral, and quantitative aspects of the practice of business administration and a knowledge of the concepts and techniques involved in the various functional areas of business. The program stresses the student's development of decision-making skills, an analytical approach to management problems, and an appreciation of the interfaces between technology and people in complex organizations. The curriculum is equally applicable to individuals preparing for first management positions and managers preparing for senior functional or general management posts. Emphasis is placed on creating a capacity to continue learning from work experience. The M.B.A. curriculum provides a three-level program of study designed to be responsive to the student's prior academic training and his career objectives. Level I consists of eight foundation courses in economics, computer principles, business and society, marketing, finance, statistics, management, and accounting. Six advanced courses required of all students at Level II cover managerial aspects of accounting, economics, policy formulation, and administrative practice. Level III provides a wide diversity of advanced electives. Students with sufficient previous background in foundation areas may be exempted from some Level I courses. All M.B.A. students must complete a minimum of 30 credits of advanced courses unless transfer credit is awarded.

ADMISSION

Nichols College will consider for admission all students holding a baccalaureate degree from an accredited institution who show promise for success in graduate studies. Women and men are welcome from all undergraduate majors.

Generally, prospective candidates for the M.B.A. degree must provide the school with (1) an application form, (2) official transcripts for all undergraduate and graduate work attempted, (3) two letters of recommendation, and (4) Graduate Management Admission Test (GMAT) scores. There is a $15 application fee and a $50 fee to reactivate files.

The normal formula used to calculate the student's potential for graduate study is as follows: grade-point average (4.0) system) in undergraduate work × 200 + GMAT score must equal 950 or above or, last 60 semester hours of undergraduate work (4.0 system) + GMAT score must equal 1,000 or above. In special cases, students who have demonstrated the maturity and ability to overcome weak past academic performance may be allowed to attend on a probationary basis.

An applicant may file for special nondegree status if he or she desires to take one or more specific graduate-level courses but does not plan to follow a graduate-degree program. Admission will be granted if the required documents indicate that the applicant possesses the necessary background for the desired courses. If an applicant originally admitted as a special, nondegree student should be changed to degree status at a later date, he or she will be permitted to transfer a maximum of six credit hours of academic work earned in special status.

EXPENSES

A tuition fee is charged each semester at the rate of $330 per course of graduate instruction at Nichols College. Fees are payable not later than the time of registration unless otherwise specified. A student who withdraws from a course before the end of a semester must complete a Program Adjustment Form which must be signed by his or her faculty advisor. Fees and tuition are subject to change without notice. Upon approval of the Director of the Graduate Program, tuition charges will then be adjusted according to a published schedule. The school year is divided into two 14-week semesters and an optional 7-week summer session. An M.B.A. class begins each September and January. The normal student load is two courses in each of the regular semesters and one class in the summer session. Presently, most students are commuters who have full-time occupations.

PLACEMENT

Nichols College maintains a placement office that provides career counseling and guidance to both graduate and undergraduate students.

CORRESPONDENCE

For further information, write or call

Director, Graduate Program
Nichols College
Dudley, Massachusetts 01570
Telephone: 617-943-1560

NORFOLK STATE UNIVERSITY

NORFOLK, VIRGINIA

Norfolk State University is a state supported coeducational institution in Norfolk, Virginia. Enrollment at the university is approximately 7,000 students, many of whom are from other states. The location and faculty provide an excellent opportunity for a business education. The School of Business takes pride in the fact that there is a close relationship between faculty and students.

Norfolk State University is fully accredited by the Southern Association of Colleges and Secondary Schools and its School of Business is preparing application for accreditation by the American Assembly of Collegiate Schools of Business.

The School of Business, located in Brown Hall, has a total enrollment of 1,600 students and a faculty of 25 full-time teachers and administrators. The graduate program was organized and formally initiated in September 1980.

PROGRAM OF STUDY

The graduate program of the School of Business at Norfolk State University awards a Master of Science degree in business. This degree is a highly specialized program of study in management. The program offers a concentration in the applied fields of management science as practiced in the modern business world. The curriculum consists of a core of 21 graduate credit hours, 9 credit hours in an area of specialization, and a 6 credit hour practicum or an equivalent project.

The Master of Science degree program is developed to prepare graduates to compete successfully in the domains of the business, nonprofit, and public sectors. Instructional leadership in business and the application of research as a means of attaining business ends are outcomes for which the program is designed.

ADMISSION

Entrance into the Master of Science program is open to all qualified students who show promise of success in studying business. For regular admission to the program a student must have a 2.7 cumulative grade-point average and attain a score of at least 950 when the following formula is applied: (200 × grade-point average) + score on the Graduate Management Admission Test. Students may transfer a maximum of six semester credit hours of graduate course work from an approved institution.

EXPENSES

For the 1980-81 academic year the following tuition and fees schedule existed:

	Virginia	*Non-Virginia*
Full-time tuition and fees, per semester	$432.50	$595.00
Tuition for less than 9 semester hours (per credit hour)	35.00	52.00
Fees for part-time students	13.00	52.00
Application fee	10.00	10.00

FINANCIAL ASSISTANCE

Scholarships, fellowships, work-study grants, and loans are available. For further information contact: Director of Financial Aid; Norfolk State University; Norfolk, Virginia 23504.

PLACEMENT

The services of an excellent placement service, staffed by experienced personnel are available to all students.

CORRESPONDENCE

For further information or to request an application for admission, please write or call

Dean, School of Business
Norfolk State University
2401 Corprew Avenue
Norfolk, Virginia 23504
Telephone: 804-623-8920

NORTHEAST LOUISIANA UNIVERSITY

MONROE, LOUISIANA

Northeast Louisiana University is a state university located in Monroe, Louisiana, a metropolitan area with a population of more than 120,000. The university was established in 1932 and has an enrollment of over 10,000 (2,359 part-time), with approximately 2,030 (380 part-time) students in the College of Business Administration. Accredited by the American Assembly of Collegiate Schools of Business, the College of Business Administration is housed in a new air-conditioned structure with modern teaching and research facilities including an IBM 370/148 computer and other statistical equipment for use by business administration students. Monroe offers a business and industrial environment which is conducive to research and study in business. Both the Bureau of Business Research and the Center for Professional Development at the university offer opportunities for community research and managerial involvement.

PROGRAM OF STUDY

The Master of Business Administration (M.B.A.) degree at Northeast is designed to give present and future business managers the flexibility and perspective demanded by the challenge of their careers and to provide a proper background for those who plan to pursue more advanced degrees. General preparation for business decision making and leadership is stressed in the program, together with an opportunity to develop an area of concentration. Analytical processes and problem-solving techniques are emphasized.

To enter the M.B.A. program, students are required to have adequate preparation in accounting, economics, finance, management, marketing, statistics, computer programming, and the legal environment of business. Students who have not satisfied these background requirements must either complete 30 hours of undergraduate courses in business administration or pass credit examinations. Most students with an undergraduate degree in business will be able to satisfy these requirements.

The M.B.A. program at Northeast is a 33-semester-hour program with 24 hours of core courses and 9 hours of electives in the field of business administration. The 9 hours are usually used in an area of specialization. At present core courses include 3 semester hours of each of the following: managerial accounting, quantitative methods, business research, survey and analysis in economics, seminar in finance, seminar in management, seminar in management policy, and seminar in marketing strategy. The program is available both full and part time.

ADMISSION

Admissions to Graduate School are under the direction of the Registrar. All correspondence concerning admissions should be directed to the Admissions Office.

An applicant for admission to the Graduate School must (1) satisfy all general admissions requirements of the university, including the filing of a physical examination form; (2) hold a bachelor's degree from a regionally accredited college or university; (3) submit to the Admissions Office a complete and official transcript of work completed at each college or university attended; and (4) submit the results of the Graduate Management Admission Test (GMAT).

An applicant may be admitted to the Graduate School with regular status if he has earned a baccalaureate degree from a regionally accredited institution with a grade-point average of 2.5 (on a 4.0 scale) for all undergraduate work pursued and has met undergraduate prerequisites.

In addition to the general requirements for admission to the Graduate School, applicants for admission to the Master of Business Administration program will meet one of the following requirements: a minimum score of 450 or above on the Graduate Management Admission Test and either an overall undergraduate grade-point average of 2.5 or above, or a junior-senior grade-point average of 2.75 or above, or a total of at least 950 points based on the formula: 200 × the overall undergraduate grade-point average + the GMAT score; or at least 1000 points based on the formula: 200 × the upper-division grade-point average + the GMAT score. Foreign students must score at least 600 on the Test of English as a Foreign Language.

EXPENSES

Regular semester	
General registration fee (full time)	$214*
Out-of-state student fee	315*
Summer sessions	
General registration fee (full time)	$ 72*
Out-of-state student fee	105*

*These fees are waived for persons with graduate assistantships.

FINANCIAL ASSISTANCE

Three types of graduate assistantships are available for students enrolled in the M.B.A. program—teaching, research, and laboratory. The stipends for the M.B.A. assistantships are $2,800-$3,400 for the nine-month academic year. Loans through the university are also available to graduate students. Applications for financial assistance will be accepted at any time; however, financial awards for the school year beginning in late August are generally granted in April.

PLACEMENT

Over 50 companies have actively recruited through the services of a full-time placement office in a year. Faculty members also assist in the placement of students. The university places top priority on securing challenging and rewarding employment for its graduates.

CORRESPONDENCE

For further information, write or call

Coordinator of Professional Programs in Business
Northeast Louisiana University
Monroe, Louisiana 71209
Telephone: 318-342-4190

NORTHEAST MISSOURI STATE UNIVERSITY

KIRKSVILLE, MISSOURI

Northeast Missouri State University (NMSU), located in Kirksville, Missouri, a community of approximately 16,000 people, was established in 1867 and has grown to become a multipurpose state university with an enrollment of about 6,400 students. NMSU is accredited by the North Central Association of Colleges and Secondary Schools and several other accreditation boards and associations.

PROGRAMS OF STUDY

Two graduate accounting programs are offered at NMSU. The Master of Accountancy program is a 30-hour (one-year) program designed for students who have a baccalaureate degree in accounting. The Master of Science (M.S.) in accounting program is a 60-hour (2-year) program designed for students who have a baccalaureate degree in an area other than accounting. (The M.S. program may be shorter for students with a baccalaureate degree in business administration.) Both programs are designed to prepare graduates to enter the fields of public, private, and governmental accounting and accounting education. No thesis is required. The quality of any graduate program depends primarily on the quality, expertise, and dedication of the faculty and students. Students accepted into either of the graduate accounting programs will work closely with an exceptionally well qualified faculty.

ADMISSION

A student applying for admission into one of the graduate accounting programs must have a baccalaureate degree, be admitted to graduate studies, and be admitted to one of the accounting master's programs. The minimum requirements for consideration of admission is a combination of the Graduate Management Admission Test (GMAT) score and the overall or upper-division grade-point average (GPA) prior to graduate admission based on the following formulas: (1) at least 950 points as a result of 200 times the overall GPA plus the GMAT score; or (2) at least 1,000 points as a result of 200 times the upper-division GPA plus the GMAT score. The primary application deadline for an academic year is the preceding February 1, with notification being mailed on or about March 1. International students are required to submit acceptable scores on the Test of English as a Foreign Language (TOEFL) and to take the Michigan Test for English Language Proficiency and the Michigan Test of Aural Comprehension on campus.

EXPENSES

For students enrolled in 12 semester hours, enrollment fees are approximately $180 per semester. Enrollment fees for 6 semester hours for each 5 week summer session are approximately $80. Residence halls (room and board) cost approximately $600 per semester. Numerous apartments and houses are available off campus at varying costs.

FINANCIAL ASSISTANCE

Several types of financial assistance are available. Graduate assistantships and part-time positions that require teaching, research, or other duties are available to students with outstanding credentials.

PLACEMENT

Northeast Missouri State University has an excellent placement office. In 1979, 88 percent of all of the students granted an undergraduate degree who were available for employment were placed. For accounting majors the percentage was 94 percent.

CORRESPONDENCE

For further information, write or call

Coordinator of Graduate Studies in Accounting
Division of Business
Northeast Missouri State University
Kirksville, Missouri 63501
Telephone: 816-665-5121

Graduate School of Business Administration

NORTHEASTERN UNIVERSITY

BOSTON, MASSACHUSETTS

The Graduate School of Business Administration is one of 10 graduate and professional schools within Northeastern University. Established in 1952, the Graduate School offers a variety of programs to meet the needs and schedules of graduate business students. For those interested in pursuing a Master of Business Administration (M.B.A.) degree on a full-time basis, the Graduate School offers 2 program alternatives: a 21-month program which includes a 6-month working internship or a 2-year program with administrative or teaching assistantship opportunities. Individuals who wish to continue their full-time job responsibilities and complete an M.B.A. degree on a part-time basis may consider an evening program of study. The Master of Science (M.S.) in professional accounting is an intensive, full-time program specifically designed for liberal arts and other nonaccounting majors.

PROGRAMS OF STUDY

The M.B.A. program focuses upon the problem-solving and decision-making responsibilities of modern management and is aimed at providing broad-based preparation for careers in administration. Although the case method of study is used extensively, a variety of teaching methods is employed that is consonant with particular course objectives. All programs leading to the degree of Master of Business Administration have the same required courses and elective offerings. The curriculum provides a foundation in the business functional skills through 20 required courses in accounting, finance, marketing, management science, operations management, and human resources and also allows for individual specialization or broadening through 8 elective courses.

The management intern program combines 15 months of academic study leading to an M.B.A. degree with a 6-month, paid work assignment. This unique approach to professional education is an outgrowth of Northeastern University's long-standing commitment to cooperative education. Intern students are admitted as full-time M.B.A. candidates in January and June of each year. Work assignments, which are acquired with the assistance of the Graduate School staff, begin six months later. Two off-campus residency periods are required of all students in the intern program: a three-and-one-half-day orientation session at the beginning of the program is designed to acquaint students with the academic program, the faculty, and fellow students, and a two-day residency immediately following the internship is directed toward career development.

The two-year full-time program offers students the opportunity to pursue an M.B.A. degree through continuous study by attending classes during the day and/or evening. The flexibility of this program enables M.B.A. candidates to complete degree requirements in less than or more than two years, depending on their personal objectives. Full-time M.B.A. students are eligible for graduate assistantships. Administrative and teaching assistants are expected to devote 20 hours per week to assigned duties. Teaching and administrative assistants receive a stipend of $4,000 and full tuition remission for 3 academic quarters. Those students not awarded teaching or administrative assistantships may be considered for tuition assistantships which include full tuition remission for 10 hours of work per week.

It is possible for the part-time degree candidate to complete the M.B.A. program in three to four years, depending upon whether or not course work is taken during the summer quarter.

The College of Business Administration of Northeastern University offers a Master of Science in professional accounting degree for full-time students through the Graduate School of Professional Accounting. This concentrated 15-month program incorporates a 3-month internship with a national CPA firm. New clases begin in mid-June.

ADMISSION

To be admitted for graduate work, applicants must have completed undergraduate work of high quality and obtained a bachelor's degree from a accredited institution of higher learning. The overall quality of undergraduate achievement is considered to be of more importance than the particular field of specialization. The basic criteria considered in the admissions procedure are undergraduate grades, Graduate Management Admission Test (GMAT) scores, previous graduate work, job experience, and present job level. An overall impression of strength, past success, and motivation to succeed in the Graduate School are desired in applicants for the program. Official transcripts and official GMAT scores must be received before the deadlines in order for an application to be considered.

Application deadlines are as follows: management intern program—April 1 for June admission, October 15 for January admission; full-time program—April 1 for fall quarter; assistantships—March 15 for fall quarter.

EXPENSES

An application fee of $25 is required of all applicants. Tuition for M.B.A. degree candidates is presently $330 for each course. Tuition for M.S. in professional accounting candidates is $1,750 for each of 4 academic quarters. All full-time students must pay a nonrefundable University Health Service fee of $180 each year which provides Blue Cross-Blue Shield coverage and University Health Services medical care. Books and supplies can be expected to average about $30 per course. There is no on-campus housing available for graduate students.

FINANCIAL ASSISTANCE

Graduate students are offered various alternatives for obtaining financial assistance through the Northeastern University Office of Financial Aid including work-study programs and various government loan programs.

PLACEMENT

A director of M.B.A. placement coordinates interviewing arrangements on campus with major companies. Graduate students and alumni may utilize this service.

CORRESPONDENCE

For further information, please write or call

Director, Graduate School of Business Administration
Northeastern University
205 Hayden Hall
Boston, Massachusetts 02115
Telephone: 617-437-2714

NORTHERN ARIZONA UNIVERSITY

FLAGSTAFF, ARIZONA

The M.B.A. program at Northern Arizona University was initiated in 1971 and is fully accredited by the AACSB. The program is designed to develop students for leadership positions in business and government and to prepare interested graduates for doctoral study. The program offers a thorough study of basic management and business functions and is intended to enhance the student's problem-solving and decision-making abilities. Four M.B.A. options are available with intensified studies in accounting, general management, management information systems, and wood products management. Enrollment averages about 30 students per class, which facilitates individual participation and close student-faculty interaction. Excellent hiking, camping, water recreation, and skiing facilities provide the NAU student with a unique contrast to the rigors of the classroom.

PROGRAM OF STUDY

The M.B.A. program is designed to provide one year of graduate-level study in business administration for students who have earned bachelor's degrees and completed foundation courses in the common body of knowledge in business. A student possessing a bachelor's degree in business administration from a college accredited by the AACSB is presumed to have completed all foundation courses. Students holding bachelor's degrees in other fields can complete all foundation courses in an additional year. The Graduate Committee may permit waiver of foundation requirements.

A student must complete 33 credit hours of course work at the graduate level for the M.B.A. degree, including 21 to 27 credit hours in the M.B.A. core program and 6 to 12 credit hours in the specific option area or electives. Substitutions and electives to the M.B.A. core program are dependent on the option chosen and are determined on an individual basis. The core program is as follows:

BA 600	Management Information Systems	3
BA 601	Management Theory and Analysis	3
BA 602	Managerial Economics	3
BA 603	Marketing Theory and Analysis	3
BA 604	Quantitative Analysis—Probabilistic	3
BA 605	Quantitative Analysis—Deterministic	3
BA 606	Managerial Accounting	3
BA 607	Financial Analysis for Business Decisions	3
BA 613	Integrating Seminar	3

The program is designed so that a student who takes a normal course load of 12 credit hours a semester should complete the graduate-level course requirements in one calendar year—beginning in the fall and finishing in the following summer. There is no thesis requirement; however, a final comprehensive examination will be given in the final month of the last semester and will cover all material included in the M.B.A. core program.

Eight units of graduate-level work may be accepted for transfer, provided the student has earned a grade of B or better in each course at an accredited institution.

Students in the M.B.A. program will be expected to maintain a grade-point average of B or better on all course work attempted. Failure to meet the minimum average by the end of a probationary semester will automatically terminate the student's standing as an M.B.A. graduate student.

ADMISSION

Applicants may be admitted as students with regular standing if they meet the following criteria:

- hold a bachelor's degree from an accredited institution,
- attain a GPA-GMAT composite formula score of 1050 (or greater) according to the following formula: undergraduate GPA × 200 + GMAT score with a 450 minimum GMAT.

Applicants who do not meet the above criteria may, at the discretion of the M.B.A. Admissions Committee, be admitted as graduate students with unclassified standing. For students so admitted a minimum of 3.0 (B) grade-point average for the first 12 units of work taken will be necessary to remain in the program and to change the student's status from unclassified standing to regular standing. The M.B.A. Graduate Committee may specify the minimum number of units to be carried by a special student.

Application forms plus an official transcript from each college attended and scores on the Graduate Management Admission Test should be forwarded to the M.B.A. Coordinator, College of Business Administration. Once this information is received, the student will be notified of his status.

EXPENSES

Expenses for one calendar year:

Tuition	
Arizona residents	$ 650
Out-of-state residents	2,500
Room (single student)	750
Meals (single student)	1,000
Books and supplies	350

Information about university housing may be obtained from the Director of Housing.

FINANCIAL ASSISTANCE

A limited number of assistantships, fellowships, and scholarships are available to qualified students. These awards carry a stipend of $2,400 to $2,700 per academic year, a possible reduction in tuition and fees, and the opportunity to work hand in hand with the business community. Student loans are also available.

PLACEMENT

The office of Career Placement is available to M.B.A. candidates and alumni. Additionally the M.B.A. Coordinator and the M.B.A. Association assist students in the placement effort through counseling, resume preparation, and employer contacts. Successful alumni of Northern Arizona University's M.B.A. program have also become a valuable resource for placement of M.B.A. candidates. Proximity to Phoenix and other centers of business and industry in the southwestern United States provides additional opportunities for employment interviews.

CORRESPONDENCE

For further information or to request an application for admission, write to

M.B.A. Coordinator
College of Business Administration
Northern Arizona University
Flagstaff, Arizona 86011

NORTHERN ILLINOIS UNIVERSITY

DE KALB, ILLINOIS

Northern Illinois University in DeKalb, Illinois, is a state university strategically located to serve a large segment of the population in Illinois. The university, a major multipurpose institution committed to serving the educational needs of Illinois, is accredited in all of its degree programs by the North Central Association of Colleges and Secondary Schools. The undergraduate and graduate programs are accredited by the AACSB. Seventy-five faculty members, all with the earned doctorate, constitute the full-time graduate faculty in the College of Business and staff the courses of instruction offered through six departments. There are currently over 850 men and women enrolled.

PROGRAMS OF STUDY

The College of Business considers the satisfaction of the educational needs of students to be the primary goal of its endeavors. To help achieve this goal and to strengthen the effectiveness of teaching, the faculty is active in related service and research activities.

The proper use of analytical tools and management processes, skills in communication and social interaction, and competency in making and implementing decisions are the major thrusts of the instructional programs. The development of the student's capacity to pursue significant research undertakings and for growth in business careers is an important element in the total program.

The Master of Business Administration (M.B.A.) is offered by the College of Business as a nondepartmental degree. The Master of Science degree in finance, management, management information systems, and marketing and the Master of Accounting Science are offered as departmental degrees. The Department of Business Education and Administrative Services offers the Master of Science in education and the Ed.D.

The M.B.A. program emphasizes the preparation of students for careers in business enterprises and other organizations such as public institutions, educational systems, and nonprofit organizations. An additional purpose of the program is to develop an understanding of research as it relates to business decision making.

Since a large number of students desiring graduate study in business do not have undergraduate preparation, the M.B.A. program varies in length with the upper limit at 54 graduate semester hours. Students with a bachelor's degree in business will usually have met all, or most, of the requirements of Phase One, while other students will have to take the maximum of 54 semester hours. Phase Two consists of 30 graduate semester hours of advanced work.

The aim of the Master of Science in business administration program focuses upon preparation for professional careers in the specialized areas of accountancy, finance, management, information systems, and marketing. The M.S. programs also aim to develop the capabilities of students to carry out in-depth research. A core of common knowledge in business, economics, and mathematics is also required of M.S. students. Phase One requirements are reduced with previous acceptable credit.

Current regulations of the Graduate School allow credit toward master's degrees in business for all applicable course work successfully completed through the NIU extension program. A list of centers approved for graduate extension work may be obtained from the Director of Extension, College of Continuing Education.

ADMISSION

Admission to the graduate programs in business is limited to those students who can demonstrate high promise of success in a graduate business program. Applicants must first satisfy the admission requirements of the Graduate School. If these requirements are satisfied, the applicant's credentials are reviewed for the purpose of applying the admission standards of the College of Business.

Scores on the Graduate Management Admission Test (GMAT) are required as an admission credential. The minimum standards that the College of Business will apply for admission to all graduate programs in business are (1) a baccalaureate degree from a regionally accredited institution; (2) a minimum composite score of 1000 points computed by multiplying the undergraduate GPA (based on a 4.00 grading system) for the last two academic years by 200 and adding the GMAT score; (3) a minimum score of 450 on the GMAT; (4) demonstration of high promise as evidenced by trends and patterns in college, employment, and civic experience. The composite score of 1000 points is a minimum eligibility criterion for consideration to admission and does not ensure admittance to graduate programs in business. Refer to the *Graduate Catalog* for additional admission requirements.

Application for the autumn semester should be submitted no later than June 1; for the spring semester, no later than November 1; and for the summer session, no later than April 1.

EXPENSES

Tuition and fees for full-time students:

Per semester	*In state*	*Out of state*
Tuition	$282.00	$846.00
Fees	149.25	149.25

FINANCIAL ASSISTANCE

Graduate teaching assistantships, graduate research assistantships, and graduate staff assistantships with stipends up to $4,950 for the academic year are available to qualified students. Fellowships are available to a limited number of outstanding students who meet the conditions established by the funding source.

Northern Illinois University participates in loan arrangements for students through national and state student loan programs. In addition, a number of campus foundations and loan funds are available to students.

PLACEMENT

Northern Illinois University maintains a placement office. Proximity to Chicago and industry in northern Illinois provides additional opportunities for employment interviews.

CORRESPONDENCE

For further information, write to

Office of Graduate Studies in Business
Northern Illinois University
Room 120, Wirtz Hall
DeKalb, Illinois 60115

NORTHERN KENTUCKY UNIVERSITY

HIGHLAND HEIGHTS, KENTUCKY

In 1968 the Kentucky General Assembly authorized the creation of Northern Kentucky State College to meet the educational needs of northern Kentucky. In 1971 the prestigious Salmon P. Chase College of Law became part of the university and initiated graduate study at Northern. In 1972, the university moved to its present site on 300 acres of semi-rural countryside just 5 miles south of downtown Cincinnati. In 1976 the name of the school was changed to Northern Kentucky University (NKU). The Council on Public Higher Education in October 1979 approved the granting of the Master of Business Administration (M.B.A.) degree. The first students were admitted in the spring semester of 1980. The university is accredited by the Southern Association of Colleges and Schools.

Greater Cincinnati has been named in *Advertising Age* as one of the top ten metropolitan areas in the nation with a potentially excellent future for business activity and an outstanding quality of life. The M.B.A. program at Northern includes as its mandate the development of leadership for the region. The cultural and social advantages of greater Cincinnati, coupled with the economic potential and beauty of the Northern Kentucky setting enhance the excitement and opportunity of this new and innovative institution. Recent completion of the region's interstate highways makes the campus accessible from any part of the area and only ten minutes from major corporate headquarters in downtown Cincinnati.

PROGRAM OF STUDY

Because the program was launched just last year, the opportunity existed to create a uniquely innovative and futuristic M.B.A. course of study. Great care has been taken to design the courses, curriculum, and program structure consistent with the critical managerial needs of the end of this century and beyond. Design of the program derived and continues from extensive consultation with leaders of the business community of northern Kentucky and Cincinnati. As an example, emphasis on the development of each student's managerial, interpersonal, and communication skills is in response to needs voiced by senior executives. Intensive student advising, small class size, and an emphasis on student presentations using videotape equipment are representative of program innovations. Experiential learning, case analysis, group projects and presentations, and some consulting assignments augment lecture/discussions in courses. The 36-hour (12-course) M.B.A. is designed to provide advanced knowledge of the future skills, values, processes, and concepts critical to success in middle- and upper-level management positions in business organizations. The M.B.A. is intended to be a general degree, but some specialization is anticipated.

The student should become proficient in five types of ability: use of various basic tools such as mathematics, the computer, and the English language; analysis of problems related to organizations by means of mathematical, accounting, economic, behavioral, and organizational models; understanding of the various contexts of business, including the legal, social, and ethical environments; understanding of the processes, institutions, and established patterns of behavior for production operations, marketing, and finance; ability to synthesize and act on conclusions at a policy-making level.

The program is especially well suited to the needs of mature, working managers or future managers, as courses are offered primarily evenings and on weekends. Full-time students are welcomed. For entering students without a business background, special foundation courses provide the basis for advanced study.

ADMISSION

Admission is restricted to students with bachelor's degrees from an accredited institution who meet the admission requirements established by the Graduate Council of NKU. Regular admission requires an undergraduate grade-point average (GPA) of at least 2.5 on a 4.0 scale and a score of at least 450 on the Graduate Management Admission Test (GMAT). Students may be admitted to probationary status if their "formula" score of 200 times the GPA plus the GMAT score exceeds 950. Application deadline for regular admission is 30 days prior to the beginning of classes. Students may enter in unclassified status through the first week of classes. Foreign students must submit a score of at least 550 on the Test of English as a Foreign Language (TOEFL). All students must submit a detailed resume of work experience and at least two reference letters. Interviews are encouraged but not required.

EXPENSES

Tuition, per semester hour	
Kentucky resident	$ 32
Nonresident	89
Tuition for full-time students (12 semester hours)	
Kentucky resident	287
Nonresident	800
Cost of books and supplies, per semester	115

On-campus living accommodations are currently under construction.

FINANCIAL ASSISTANCE

A limited number of graduate assistantships are available. Also, the Office of Financial Aid administers federal loan and aid programs. Assistantships are awarded on the basis of academic qualifications and appropriateness of professional goals to the position in question.

PLACEMENT

The M.B.A. faculty has strong contacts with the business community of northern Kentucky and the greater Cincinnati region. The participation of business leaders in the development of the program will help prevent problems in placing students. The program is the first of its kind in northern Kentucky.

CORRESPONDENCE

For further information, please write or call

Dr. M.B. Shapiro, M.B.A. Program Director
Northern Kentucky University
Suite 402-404 BEP Center
Highland Heights, Kentucky 41076
Telephone: 606-292-6334

NORTHERN MICHIGAN UNIVERSITY

MARQUETTE, MICHIGAN

Northern Michigan University was established in 1899 as a state-supported institution. The university is located on the shores of Lake Superior in Marquette, a city of 25,000 inhabitants. The School of Business and Management offers a variety of programs to over 1,500 students.

PROGRAM OF STUDY

The primary objective of the Master of Business Administration (M.B.A.) program is to educate future middle and senior managers to deal with the basic problems of choice, complexity, and change in the everchanging environment of business. The program is intended to develop skills to deal with these problems in a profit-oriented, free enterprise economy. Attention is therefore directed toward decision making, with the realization of the legal, social, political, and economic forces affecting business. This professional degree program is designed to serve students with backgrounds from a variety of academic disciplines. The program is divided into two phases. Phase one includes nine courses of prerequisite work. Areas covered by phase one courses are accounting, economics, finance, marketing, management, quantitative methods, mathematics, and statistics. Generally, a person having recently earned an undergraduate business degree will have met these requirements and will proceed directly to phase two, the M.B.A. core. The decision regarding the requirements of phase one courses will be made by the student's academic adviser in conjunction with the M.B.A. candidate.

The M.B.A. core, or phase two of the program, consists of 10 courses (31-32 credit hours). These courses are divided into three general groups. The first group emphasizes the analytical tools; the second focuses on applications of those tools to management decisions. The last group develops the student's ability to integrate all prior course material in solving comprehensive management problems. The courses making up the groups of the M.B.A. core are as follows:

Group I
- Managerial Accounting
- Managerial Economics
- Statistical Inference and Decision Making in Business
- Quantitative Systems Analysis

Group II
- Financial Analysis and Management
- Marketing Strategy
- Organizational Behavior and Human Performance
- One Elective

Group III
- Administrative Policy
- Business Ethics and Government Policy

The M.B.A. course offerings are structured so that a part-time student, taking six to eight credits (two courses) per semester, can complete the program in five semesters. All phase two core courses are offered in the evening.

ADMISSION

The Master of Business Administration program is open to qualified students who hold a bachelor's degree in any field from an accredited four-year college or university. The following specific admission requirements must be met: an undergraduate grade-point average of 2.5 (4.0 = A), an acceptable score on the Graduate Management Admission Test (GMAT), and in some cases two letters of recommendation and/or a personal interview. Application for admission to the fall semester must be completed by August 1. Application for the winter semester must be completed by December 15. Applicants from non-English-speaking countries must submit scores on the Test of English as a Foreign Language (TOEFL).

EXPENSES

Resident tuition, per credit hour.	$42.50
Nonresident tuition, per credit hour.	75.00

The fees for room and board depend upon the type of living accommodations and the meal plan but range between $770 and $1,776 for two semesters.

FINANCIAL ASSISTANCE

Limited scholarships and graduate assistantships are available. Graduate assistantships carry a stipend of $2,500, plus a waiver of fees.

PLACEMENT

The university maintains a central Career Planning and Placement Service for graduates and alumni.

CORRESPONDENCE

For further information, write to

Dean of the School of Business and Management
Northern Michigan University
Marquette, Michigan 49855

NORTHWEST MISSOURI STATE UNIVERSITY

MARYVILLE, MISSOURI

Northwest Missouri State University was established in Maryville, Missouri in 1905. Graduate work leading to a master's degree was offered for the first time in the summer session of 1955. The graduate program is accredited by the North Central Association of Colleges and Secondary Schools and the National Council for Accreditation of Teacher Education.

PROGRAM OF STUDY

The Master of Business Administration (M.B.A.) degree is offered by the School of Business Administration. For those with an undergraduate degree in business from regionally or nationally accredited institutions, a total of 32 hours is required for the M.B.A. degree. Twenty-four of these hours are required. Graduation requirements include an overall grade-point average of 3.0 plus successful completion of a four-hour comprehensive written examination which is administered during the candidate's final academic term.

ADMISSION

An applicant must hold a bachelor's degree from an institution of higher learning accredited by the appropriate regional or national accrediting agency. A minimum grade-point average of 2.5 is required plus a satisfactory score on the Graduate Management Admission Test (GMAT).

Foreign students must score a minimum of 550 on the Test of English as a Foreign Language (TOEFL) and then take a written and oral test in English on arrival at Maryville. A low score on the local test will necessitate the student taking a reduced load plus a remedial English course.

Some students may be admitted to nondegree graduate study with the understanding that if the student decides to become a degree candidate, he must meet all admission requirements.

EXPENSES

Graduate incidental fees are charged on the following basis for each semester or summer session:

Semester	
9 or more semester hours	$245
1-8 semester hours, per hour	28
Summer Session	
6 or more semester hours	$165
1-5 semester hours, per hour	28

FINANCIAL ASSISTANCE

Some assistantships ranging in value from $600 to $2,400 are available on a selective basis. Partial fee waivers are included. To be eligible the student must have a minimum of a 2.5 grade-point average on a 4-point scale. Application forms should be sent to the Graduate Office by April 1. Information about other financial assistance may be obtained by writing to the Student Financial Aids Office of the university.

PLACEMENT

Northwest Missouri State University provides placement assistance through the Placement Office. Many business, government, and public institutions regularly come to the campus to recruit graduates. The faculty of the School of Business Administration also works with graduates to aid in placement.

CORRESPONDENCE

For further information on the graduate program in business, write or call

Dean of Graduate Studies
Northwest Missouri State University
Maryville, Missouri 64468
Telephone: 816-582-7141, extension 1145
or
Director of Graduate Studies
School of Business Administration
Northwest Missouri State University
Maryville, Missouri 64468
Telephone: 816-582-7141, extension 1277

NORTHWESTERN STATE UNIVERSITY OF LOUISIANA

NATCHITOCHES, LOUISIANA

A Department of Business was established at Northwestern State University of Louisiana in 1930 to offer undergraduate business programs. When this department became the College of Business in 1967, the Master of Business Administration (M.B.A.) program was added to existing baccalaureate programs in accounting, business administration, and economics. The present undergraduate enrollment in these three areas is over 1,000, while recent enrollments of graduate students seeking the M.B.A. degree have varied between 70 and 80.

PROGRAM OF STUDY

The purpose of Northwestern's M.B.A program is to provide educational preparation for persons currently employed or seeking careers as administrators. Recognizing that wherever there is a group activity utilizing resources there is a need for administration, the faculty has designed a graduate program that is suitable preparation for an administrative career in business, in the military, or in civic or institutional management. The faculty's teaching objectives, which are deemed to be consistent with the program's purpose, include achievement of a thorough knowledge of business and administrative functions, practice with quantitative and analytical tools of decision making, and development of oral and written communication skills.

Because classes are small, students have ample opportunity to perform and develop through the seminar and case discussion format. Case discussions involving small groups of five and six are often videotaped so that a student may view and criticize his own analysis and effectiveness of presentation.

A one-year program of 30 graduate hours is available for those who have an undergraduate degree in business. Depending upon their undergraduate course work in business and economics, other students may be required to take up to 27 hours of undergraduate preparatory work. The required core of master's level courses open only to graduate students includes financial accounting, managerial economics, financial management, quantitative techniques, management and organizational behavior, marketing policies, and research methodology.

A student must complete at least 6 hours of courses which require special research procedures and formal, written research reports, or he may elect a program of 33 graduate hours including at least 3 hours in a course which requires special research procedures and a formal written research report. The student must also pass a written comprehensive final examination.

ADMISSION

Anyone who wishes to enroll in the Graduate School must file an application with the Dean of the Graduate School at least 30 days in advance of his registration. Prior to, or at the time of, the submission of his application, the student must have two complete transcripts of his college record sent to the Dean of the Graduate School; in the event that a student has attended more than one college, transcripts must be sent from each college attended.

To be accepted as a regular graduate student an applicant must hold a bachelor's degree from a college approved by one or more of the leading accrediting agencies, must have earned at least 2.5 quality points per semester hour pursued as an undergraduate, and must earn a satisfactory score on the GMAT. An accepted student whose undergraduate record shows an average of less than 2.5 quality points per semester hour of credit pursued will be classified as a conditional student. Conditional status will be changed to regular status when a student earns a minimum of 12 semester hours of graduate credit at Northwestern State University, provided that he has a B average on all graduate work pursued, including no grade lower than C and not more than one course with a grade of C. If at the time a student has completed 12 semester hours of graduate credit he is not eligible for regular status, he may not later be admitted to candidacy for a degree.

EXPENSES

Per semester	*In state*	*Out of state*
Tuition	None	$ 26.25*
Registration fee	$240.00	240.00
Room and board	680.00	680.00
Books, supplies, and other fees (estimate)	125.00	125.00

*Per semester hour (maximum—$315)

Note: All fees and charges are subject to change.

FINANCIAL ASSISTANCE

A small number of graduate assistantships are awarded each year to students in the M.B.A. program. Tasks performed by these graduate assistants include tutorial assignments with undergraduate students taking principles of accounting, administrative work with computer-assisted simulation exercises in management and marketing courses, and some teaching.

Student employment throughout the campus, which pays an hourly rate, is offered to students who qualify. In addition, college loan funds and federal loan funds are available to supplement a student's own resources.

PLACEMENT

Personnel recruiters from private industry and government conduct job interviews in the university's placement bureau throughout the academic year.

CORRESPONDENCE

For further information, write to

Director of Graduate Studies in Business
Graduate School
Northwestern State University of Louisiana
Natchitoches, Louisiana 71457

J. L. Kellogg Graduate School of Management

NORTHWESTERN UNIVERSITY

EVANSTON, ILLINOIS

The J. L. Kellogg Graduate School of Management at Northwestern University provides an innovative program in which students prepare for careers in management. The emphasis is on management as a process applicable to any purposive organization, but specializations are available in business management, public and not-for-profit management, hospital and health services management, and transportation management.

Students enrolling in the full-time master's degree program (enrollment, 780) or the Ph.D. program (enrollment, 85) will attend classes in Leverone Hall on the Evanston campus. The 170-acre suburban campus on the shore of Lake Michigan is 12 miles north of downtown Chicago. The part-time evening Managers' Program (enrollment, 1,000) is located primarily on the Chicago campus.

PROGRAMS OF STUDY

The Master of Management degree program prepares men and women for positions of major executive responsibility. The program features

- widely varied pedagogical techniques including systems simulation, case studies, lectures, field projects, and computer-assisted learning;
- A flexible curriculum offering concentration of study in qualitative and quantitative disciplines;
- a full-time teaching faculty of 102 scholars, distinguished in their fields as teachers and researchers;
- a location in a major metropolitan area which enables students to conduct research in the field (This complements the classroom education by providing actual experience with existing organizations).

The master's degree requires 2 academic years of study (23 courses, 6 quarters) for a full-time student. A one-year program (15 courses, 4 quarters) exists for those students who have been awarded a bachelor's degree by a school of business accredited by the American Assembly of Collegiate Schools of Business.

The first year of the program includes a required core of work in computer methodology; accounting-information systems; quantitative methods; organization behavior; economic analysis; and the management of the financial, marketing, and production operations of organizations. The remainder of the first year and the second year are designed to integrate previous study and to complement it with opportunities to develop concentrations in 1 of the 4 institutional fields (business, health, public and not-for-profit, transportation) and 1 or more of 11 functional areas. Electives may be taken in other university graduate programs. A thesis is not required.

The Kellogg School and the School of Law cooperate to provide a combined Master of Management (M.M.)-Juris Doctor (J.D.) program. The combined program provides the opportunity to complete both the M.M. and the J.D. degrees in a period of four years.

The doctoral program is designed for one who aspires to an academic career or a career as a research specialist in government or business. For information, contact the Director of the Doctoral Program at the address below.

A special master's degree program is available for middle-management executives sponsored by their companies. Details may be obtained from the Director of Executive Programs at the James L. Allen Center on the Evanston campus.

ADMISSION

Admission to the master's degree program is granted to students who appear well suited for management careers based on academic ability, intellectual capacity for graduate study in management, managerial talent, motivation, and personal characteristics. A candidate must hold a bachelor's degree or its equivalent from an accredited institution. Prior study in business or economics is not a requirement. A personal interview is not required but is recommended, and students must submit results from the Graduate Management Admission Test. Over 60 percent of full-time students have one or more years of full-time work or military experience.

The four quarter program begins only in June; the six quarter program only in September. Evening students may enter in January, April, June, or September.

EXPENSES

Expenses (1981-82 academic year) for a single student:

Tuition	$ 7,395
Books and supplies	375
Rent	2,340
Board	1,440
Transportation	630
Miscellaneous	700
Health fee	110
Total	$12,990

FINANCIAL ASSISTANCE

The school makes available to students nearly $3 million per year in the form of scholarships, loans, and part-time jobs. In most cases, aid is provided through a combination of scholarship and loan. Minority scholarships are available to assist qualified minority students. Loans are generally available as needed. Applicants requesting aid must file a GAPSFAS form.

PLACEMENT

The school operates an extensive placement service for M.M. and Ph.D. candidates and alumni. The office is visited annually by approximately 300 companies and institutions from all parts of the U.S. and a few from abroad.

CORRESPONDENCE

For further information, write or call
Director of Admissions
J. L. Kellogg Graduate School of Management
Northwestern University
Evanston, Illinois 60201
Telephone: 312-492-3308

NOVA UNIVERSITY

FT. LAUDERDALE, FLORIDA

Nova University was chartered by the state of Florida in 1964 and commenced its educational activities in 1967. It was initially accredited by the Southern Association of Colleges and Schools in 1971, and in December 1975, accreditation was reaffirmed for 10 years. In 1970, the university joined in an educational consortium with New York Institute of Technology. Nova is a nonsectarian, nonprofit, racially nondiscriminatory institution. The university, recognized as an innovator in its field, is a leader in the administration and technology of offering external degree programs at the doctorate level to a national constituency.

PROGRAMS OF STUDY

The program for the Master of Business Administration (M.B.A.) and Master of Public Administration (M.P.A.) degrees with a general management curriculum consists of 40 graduate credits with a thesis option. It is a model program of study designed and operated for the mature person with industry experience; thus, redundancy of learning is minimized. Courses cover essential behavioral and quantitative areas needed for making sound decisions. The M.B.A. program stresses an innovative learning process.

There is also a master's program in human resource management with the learning design being a blend of traditional and behavioral management concepts including new ideas developed to meet the needs of organizational development and renewal. Nova's program makes both management and behavioral sciences available in a graduate degree so that both of these essential areas can be mastered by the nonbusiness major. The program covers theory and skills required to bring about a change in today's complex, dynamic environment.

Nova also offers its three master's programs in the corporate format. This means that the delivery of the programs will be on-site at a corporate location and all the members of the cluster will be employees of the contracting organization. The corporate program utilizes cluster coordinators who are also employees of the organization and who meet with the students between regular class sessions. These interim meetings insure immediate application of course theories and concepts to specific corporate needs. All fees for the corporate program are the same as those of the regular programs.

The school calendar operates year round, and the average student enrolls for a block (two courses) which runs for three months. There are five weekend seminars for each course during each block. All courses represent three semester hours of graduate credit. Thus, the student is able to complete 24 credits of study a year by attending four blocks, and the average student is able to satisfy all course requirements in about one and a half years. Nova University will set up a local cluster whenever sufficient numbers make it feasible (30 students).

Nova also offers the Doctorate of Business Administration degree nationwide, using the cluster delivery format. The D.B.A. program, which also runs year round, takes approximately three years to complete the nine modules of course work with additional time for completion of comprehensive qualifying exams and the major concluding research project. The curriculum consists of the following general fields of knowledge: Administrative Theory and Practices, Organizational Behavior and Development, Finance, Budgeting and Control, Information and Decision Sciences, Human Resource Management, Environmental, Political and Social Factors, Management Education and Development, Research and Development Management, and Strategy, Policy and Planning.

ADMISSION

Admission requirements for M.B.A., M.P.A., and H.R.M. programs:

- a baccalaureate degree from an accredited college;
- three letters of reference (academic or business);
- a transcript of undergraduate record;
- the intellectual capacity and motivation to pursue graduate work as determined by credentials or interview;
- a completed application form and $25 fee;
- a satisfactory performance on the Graduate Management Admission Test (GMAT).

Admission requirements for the D.B.A. program are

- a master's degree from an accredited college;
- three letters of reference (academic or professional);
- official transcript of undergraduate and graduate work;
- intellectual capacity to pursue doctoral-level work;
- satisfaction of graduate course work in accounting/finance, economics, management/organizational theory, psychology, and statistics/quantitative methods;
- a score of 500 + on the GMAT;
- interview by Admissions Committee.

Students who do not meet all these requirements may be permitted to register as nonmatriculated or as conditional matriculants, gaining full matriculation upon satisfaction of all requirements.

EXPENSES

Tuition, per credit hour (master's)	$ 100
Tuition, per year (doctorate)	2,700
Application fee	25
Late registration fee	10
Graduation fee	15

FINANCIAL ASSISTANCE

Financial aid is available to full-time students primarily through the Federally Insured Student Loan Program. In addition, there are a limited number of graduate assistantships available each term which grant tuition in exchange for help in running tutorial sessions, grading for professors, or performing other support services.

A special tuition consideration (one-half regular cost for second family member) is given when two or more members of the same immediate family are enrolled.

PLACEMENT

The university has formally opened a job placement office. Direct inquiries to Toni Steinberg, Placement Office.

CORRESPONDENCE

For information, write to

Center for the Study of Administration
Nova University
3301 College Avenue
Fort Lauderdale, Florida 33314

OAKLAND UNIVERSITY

ROCHESTER, MICHIGAN

Oakland University is located on a 1,600-acre estate adjacent to Rochester, Michigan, 23 miles north of the center of Detroit. Founded in 1959 as the result of a large private gift, Oakland is supported by the state of Michigan as an autonomous university.

The School of Economics and Management is a separate educational enterprise within the university. Most classes are kept small to encourage substantial student-faculty and student-student interaction.

PROGRAM OF STUDY

Oakland University offers a program leading to the Master of Business Administration (M.B.A.). This program is designed for students who did not major in management or business administration as undergraduates. A typical entering class may consist of undergraduate majors from the social and natural sciences, engineering, and the humanities as well as from other majors. The program stresses recognized common elements in management rather than concentrating on narrow traditional specialties. It is designed to educate students for managerial roles in either the private, public, or not-for-profit sectors of the economy. While learning to integrate areas of economics, behavioral science, and quantitative methods with functional aspects of managerial business problems, students also are prepared for entry-level jobs.

The program varies from 51 to 60 credits, depending on the student's prior preparation. The core program consists of 51 credits, which must be completed by all degree candidates. In addition, students may be required to take up to nine pre-core credits depending on their background in mathematics (through calculus), computer science, and economics/management. Admission to the pre-core courses requires the complete application process. Students may begin the core program in the fall semester on a full (day) or part-time (evening) basis or the winter semester on a part-time basis. Full-time students normally take 12 credits (4 courses) per semester in fall and winter for 2 years. Part-time students take six credits (two courses) per semester in fall and winter, plus one course each spring and summer session, for three years. Because of the sequential, integrative nature of the program, students will not be permitted to take courses on a piecemeal basis. The "part-time" label should not mislead students about the workload or the commitment required.

ADMISSION

Admission is selective and depends on several elements, including scholarship and an ability to communicate and interact effectively. A bachelor's degree or equivalent from an institution of recognized standing is required. The M.B.A. program assumes no academic preparation in management or business courses; however, students are expected to possess certain skills in basic mathematics and in the social sciences, or to demonstrate an ability to acquire these skills early in the program. The applicant must also meet the general admission requirements for graduate study at Oakland University for the year in which he or she applies. All applications are considered by the Graduate Admissions Committee of the School of Economics and Management, which takes into account the applicant's qualifications as evidenced by his or her undergraduate record, letters of recommendation (optional), responses to application questions, and scores on the Graduate Management Admission Test (GMAT).

Applicants who wish to enter the core program in the fall are advised to complete their applications before March 31. Applicants who wish to enter the core program on a part-time basis in the winter should complete their application before July 31. Admitted students with appropriate background and skills may expect to enter the core program immediately. Admitted students needing preparatory courses may enter the pre-core program in the spring/summer, fall, and winter semesters.

EXPENSES

Tuition for residents of Michigan is $50 per credit hour. Nonresident tuition is $100 per credit hour. The approximate yearly cost for room, board, and books for students enrolled in the M.B.A. program is $2,300.

FINANCIAL ASSISTANCE

Graduate assistantships are available for exceptionally qualified full-time students. Graduate assistants are normally assigned to work closely with individual faculty members on projects involving research, programmatic development efforts, or other projects of mutual interest.

CORRESPONDENCE

For applications and for further information on the M.B.A. program, please write or call

The Graduate School
Room 201, Hannah Hall
Oakland University
Rochester, Michigan 48063
Telephone: 313-377-3166

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College of Administrative Science

THE OHIO STATE UNIVERSITY

COLUMBUS, OHIO

The Ohio State University, a land-grant coeducational institution founded in 1870, has an enrollment of 59,000 with 53,000 on main campus. About 10,200 are enrolled in university graduate programs with over 500 students in the graduate business program.

PROGRAMS OF STUDY

The Master of Business Administration (M.B.A.) program provides a tightly intergrated learning experience based on the foundation tools of business management. The required courses consist of quantitative analysis, organizational behavior, operations management, economics, marketing, finance, and policy.

There are no prerequisites for the M.B.A. program. However, students are encouraged to have basic knowledge in quantitative analysis, economics, and accounting before entering the program. All students must take the prescribed course of study; there are no waivers or substitutions in the program.

The structured 20-month program with enrollment beginning in September has a core of 18 required courses and 6 elective courses. Because no required courses are offered in the summer between the first and second year, students are urged to seek internships during that period.

For students desiring part-time study, an evening program is offered with two courses per quarter required for a three-year period.

The Executive M.B.A. Program is designed for business executives interested in earning an M.B.A. degree without substantially interrupting their business careers. Eligibility requirements include company endorsement, 8 to 10 years of business experience, an undergraduate degree, and a current job position in a mid-management role. The program is 20 months in duration and the class of approximately 40 to 45 meets on alternate Fridays and Saturdays for the entire day during the regular school year.

The Ph.D. program in business prepares students of exceptional promise so that they may be fully qualified to contribute to progress and understanding in the field of business, primarily through teaching and research. The course of study requires 135 quarter hours beyond the bachelor's degree or 90 quarter hours beyond the master's, including as many as 45 quarter hours for the dissertation. Written and oral general examinations covering the major and second fields are required. There is no language requirement. Major areas are finance, insurance, international business, logistics, industrial relations, marketing, organizational behavior, production and operations management, quantitative methods, and real estate and urban analysis.

The Master of Accounting program is designed for qualified students who are planning a career in which knowledge of accounting is essential.

The Ph.D. program in accounting is designed for those of exceptional promise who plan a career of teaching and research. The program consists of course work and research totaling 90 quarter hours beyond the master's. A major, two elective minors, general examinations covering course work, and an oral defense of the dissertation are required. There is no language requirement.

ADMISSION

In addition to the general Graduate School requirements for admission, applicants to the M.B.A. program must take the Graduate Management Admission Test (GMAT). An undergraduate grade-point average of 3.0-3.2 or above is desirable. Admissions are once each year in September.

Applicants who hold a bachelor's degree from an accredited institution will be considered for admission. A thorough effort is made to determine the applicant's potential for graduate study through an analysis of the candidates on a qualitative and quantitative basis. This will include work experience, extracurricular activities and leadership experience, and also both undergraduate grade-point average and GMAT score. Deadline for applicants to the M.B.A. program is May 1 for classes commencing in September. The programs seek those who possess capacity for creative and analytic thinking, as well as high level of motivation toward graduate study and a career in administration, accounting, and education.

EXPENSES

Per quarter	*In state*	*Out of state*
Tuition	$485	$940
Room and board	600	600
Books and supplies	200	200

Executive M.B.A. fees are $1,500 per quarter, which includes books, tuition, meals, and other expenses.

FINANCIAL ASSISTANCE

Financial aid to graduate students includes fellowships, scholarships, assistantships (both teaching and research), and loans. Foreign students are not usually eligible for financial aid during their first year of study. Financial aid is granted primarily on the basis of scholastic achievement and aptitude, with special consideration given to need where loans are granted. The deadline for financial aid applications is February 1. Assistantships are awarded primarily to Ph.D. students.

PLACEMENT

The resources of the Administrative Science Career Counseling and Placement Office are available to all students. Representatives of over 200 companies visit the campus annually to interview students in business, and the office helps plan individual interviews and employment campaigns.

CORRESPONDENCE

All inquiries should be addressed to
Director of M.B.A. Programs
College of Administrative Science
The Ohio State University
Columbus, Ohio 43210
Telephone: 614-422-8511

OHIO UNIVERSITY

ATHENS, OHIO

Consistent with its character and history as a pioneer educational institution, Ohio University inaugurated courses in business administration in 1893, at a time when few colleges and universities offered instruction in this area. The College of Business Administration was established in 1936 and became an accredited member of the American Assembly of Collegiate Schools of Business in 1950. The college is staffed by 43 full-time graduate faculty members, most of whom have substantial experience in business or government organizations. Approximately 150 students are enrolled in the Master of Business Administration program on a full-time or part-time basis. The average class size in advanced courses is 40.

PROGRAM OF STUDY

The Ohio University Master of Business Administration program is broad in nature and aimed at developing competence in overall management and administration. A highly integrated program that builds on a foundation of basic business knowledge, it emphasizes the mastery of advanced concepts and the application of these concepts to problem solving and decision making in business and other administration organizations.

The Master of Business Administration program has two phases. Phase I consists of foundation courses aimed at the development of basic background knowledge in business and administration. Phase I requires course preparation in economics, accounting, marketing, finance, law, management, production, calculus, and statistics. A student who has received a bachelor's degree in business administration will normally have completed these courses as a part of his undergraduate work. A student with a nonbusiness undergraduate degree will receive waivers of Phase I courses to the extent that he has taken them as a part of his undergraduate program.

There is an additional attractive option for the completion of Phase I requirements for nonbusiness undergraduates. Phase I requirements may be completed through participation in accelerated summer workshop courses. Participation in the accelerated summer workshop courses makes it possible to complete the Master of Business Administration program in approximately one calendar year.

Phase II helps the student develop a mastery of advanced concepts and provides opportunity for practical application of the concepts through course work, individual study projects, and the master's seminar. Phase II of the Master of Business Administration program consists of 45 quarter hours. All students are required to take the following courses: operations research, organization behavior, managerial accounting, managerial economics, marketing management, financial decision making, and management information systems. Phase II also includes a computer applications course, an integrative master's seminar, and 12 quarter hours of approved electives. The electives provide additional depth in the student's particular area of interest.

ADMISSION

Admission to the program is on a competitive basis. Factors considered include the undergraduate grade-point average, scores on the Graduate Management Admission Test, work experience, and recommendations. In addition, foreign language applicants must submit scores on the Test of English as a Foreign Language. Admission to Phase II of the program is limited to the fall quarter. Students may, however, be admitted to take Phase I courses during any quarter.

EXPENSES

The comprehensive fee for 9 to 18 hours inclusive is $508 for residents of Ohio and $1,033 for nonresidents. Fees of $36 an hour for residents and $73 an hour for nonresidents are charged for more than 18 hours. Both university and private housing are available for graduate students.

FINANCIAL ASSISTANCE

A number of graduate associateships are available to qualified students in the College of Business Administration. Graduate associateships provide a stipend of $3,200 for the academic year and waiver of all fees, resident and nonresident, for three quarters plus two summers; however, the student must pay an incidental fee each quarter. The graduate associate is required to work approximately 15 hours weekly and take at least 12 academic hours a quarter.

University scholarships are also available to incoming graduate students who have attained a 3.25 (B) undergraduate average and to graduate students who maintain at least a 3.45 graduate average. These scholarships require full-time study. Other forms of financial aid, such as fellowships and loans, are also available. Students who want to be considered for scholarship and/or associateship aid should have all required materials in by March 1.

PLACEMENT

Ohio University maintains a full-time, fully staffed Placement Bureau. Annually, 500 organizations come to Ohio University to recruit students for future jobs. In addition, the faculty of the college and the Director of Graduate Programs work closely with the students to help them define career objectives, identify opportunities, and select initial jobs that are consistent with their career objectives.

CORRESPONDENCE

For applications and additional information, write

Director of Graduate Programs
College of Business Administration
Ohio University
Athens, Ohio 45701
Telephone: 614-594-5446

OKLAHOMA CITY UNIVERSITY

OKLAHOMA CITY, OKLAHOMA

The Graduate School of Business at Oklahoma City University provides professional education for executive positions in business, industry, and government. Emphasis is placed on the study of fundamental and relevant disciplines rather than specialized operational skills.

As a service to the state and community, complete Master of Business Administration (M.B.A.) programs are conducted at off-campus locations where sufficient students are concentrated. Presently, continuing programs are being offered at Tinker Air Force Base in Oklahoma City, the Mike Monroney Aeronautical Center (FAA) in Oklahoma City, and the M.B.A. program in Shawnee, Oklahoma, offered at Oklahoma Baptist University.

PROGRAM OF STUDY

The M.B.A. program accommodates candidates with varying degrees of business training or experience. There is a foundation curriculum designed for candidates who have accomplished minimal undergraduate work in the field of business practice. Twenty-one hours of basic business disciplines have been programmed to satisfy this need. These courses are taught at the graduate level by the regular M.B.A. faculty. The foundation curriculum consists of Management Fundamentals, Marketing Fundamentals, Finance Fundamentals, Legal Environment, Accounting for Decision Making, Economics for Decision Making, and Statistics for Decision Making.

The candidate who presents an undergraduate degree in business or who evidences professional business experience may be exempted, as appropriate, from the foundation courses cited above. In all instances, individual student programs are developed.

The basic core of the M.B.A. program consists of 30 hours of course work selected from Management Information Systems, Financial Control and Planning, Marketing Planning and Analysis, Organizational Structure and Behavior, Directing Theory and Practice, Business Environment, and Business Policy and Corporate Strategy.

A minimum of nine semester hours of elective courses will be selected from the following courses: Current Problems in Financial Management, Forecasting and Financial Strategy, Problems in Management Applications, Operations Research, Problems in Marketing Theory, and Consumer Behavior.

The courses offered as a part of the M.B.A. program are scheduled in the evening program of the university. Evening classes are in session from 6 p.m. to 10 p.m. each night Monday through Thursday. Courses are scheduled in such a way that a part-time student may carry the maximum course load of nine semester hours and usually be required to attend class only two nights each week. Programs of full-time study can be arranged within the evening schedule. The full-time student may complete the program in 12 months. For the part-time students a program of 21 months is possible, but normally a longer program is necessary. It is desirable that the student enter the program at the fall term. Enrollment in one summer term is usually required to accomplish an independent research study. In effect, the research study is a master's thesis and is optional. If the master's thesis is not selected, then six additional hours will be required.

A maximum of nine semester hours of study satisfactorily completed for graduate credit at another university may be substituted for equivalent courses required in the individual's program.

To receive the M.B.A. degree, the student must satisfy the following requirements:

- complete a minimum of 30 semester hours with a minimum overall grade average of B for all course work (A student will be placed on academic probation when his grade average falls below a B or 3.00);
- complete satisfactorily a comprehensive examination which will be given near the end of the student's final term;
- complete all requirements for the degree within six years of the date on which course work for the degree at OCU is started.

ADMISSION

Formal application for admission must be made on the official form obtainable upon request from the Admissions Office. Early application is encouraged due to the limited enrollment which will be accepted each year. Official transcripts of all previous college work should be submitted directly from the school concerned to the Admissions Office.

The basic requirement for admission is an undergraduate degree from an accredited college or university. All applicants for admission are required to take the Graduate Management Admission Test (GMAT). Admission to the program will be based upon the GMAT score, past scholastic achievement and progress, civic and professional activities, and the content of educational background. Upon admission each student will be assigned an advisor who will guide him through the completion of his program of study.

Foreign students must present a satisfactory score on the Test of English as a Foreign Language and a GMAT score. Students whose undergraduate degree is from a non-English-speaking university may be required to complete supplementary undergraduate courses at Oklahoma City University, with an average of B or better.

Admission to the M.B.A. program does not imply that the student is accepted as a candidate for the M.B.A. degree. During the semester in which he will complete 12 semester hours of course work, the student will file an Application for Candidacy which will be accompanied by his complete program of study including courses completed, courses projected and the semester in which they will be taken, and anticipated date of graduation. This program of study will be approved by the student's advisor. If the student completed the initial 12 semester hours of work with an average of B or better, and his performance has been satisfactory, he will be accepted to candidacy.

CORRESPONDENCE

For further information on the M.B.A. program at OCU, write to

Oklahoma City University
Office of Graduate Admissions
2501 North Blackwelder
Oklahoma City, Oklahoma 73106
Telephone: 405-521-5351

OKLAHOMA STATE UNIVERSITY

STILLWATER, OKLAHOMA

Graduate education in business administration is an integral part of the Graduate College at Oklahoma State University (O.S.U.) but is primarily under the direction of the College of Business Administration. Approximately 400 students are currently enrolled in graduate programs at the College of Business Administration. The university has approximately 22,000 full-time resident students; about 3,400 of these are graduate students.

PROGRAMS OF STUDY

The Master of Business Administration (M.B.A.) program is designed to provide the ability to manage the contemporary organization with its increasing complexity. The program provides breadth and depth in managerial thought, analytical skills, and administrative communication. It is a comprehensive yet flexible program consisting of 45 semester hours of course work. The teaching methods within the program include a variety of approaches such as lectures, case analysis, application of quantitative methods, field projects, and a major research report. Nine of the 45 hours may be taken in elective courses. Normally these will be taken in the areas of finance, management, or marketing, and the student has the option of diversifying his courses among these areas or concentrating them in a single area. In addition, under certain special circumstances, a student may take the 9 hours as a block in other approved areas such as accounting, statistics, or computer science. Students must, either as undergraduate or graduate students, complete foundation instruction in the areas of statistics, calculus, finance, marketing, business law, management, and computer programming.

The academic year at O.S.U. is divided into two semesters, beginning in August and January, and one eight-week summer term beginning in June. Students may enter the M.B.A. program at the beginning of any semester or term. The time requirement for completion of the program varies from three to five semesters, depending on undergraduate preparation in the foundation courses.

The Master of Science degree in accounting requires at least 32 semester hours of work beyond the baccalaureate degree. The study program usually includes 21 semester hours of graduate courses in areas such as accounting theory, cost-managerial accounting, auditing, financial accounting, and taxes; 9 hours in other courses such as financial controls, computer science, operations research, business law, administrative policies, and economics; and 2 semester hours of credit earned by writing a scholarly report or by taking an additional course.

The Ph.D. program in business is designed to prepare students jointly for university teaching and academic research. The student will select a major from accounting, finance, marketing, or management. In addition, he will select two minor areas, one of which must be from the College of Business Administration. A nine-hour quantitative tool is also required.

This summary does not describe the requirements for the Master of Science in business education, distributive education, and economics, nor does it cover the requirements for the Ed.D. in business education and the Ph.D. in economics. For information on these programs and for more detailed material on the programs described, write to the Dean, College of Business Administration.

ADMISSION

Outstanding students with undergraduate degrees in any field of study may be admitted. Applications are evaluated on the basis of the applicant's indicated potential for successful graduate study through the undergraduate grade-point average, scores on the Graduate Management Admission Test (or the Aptitude Test of the Graduate Record Examinations for the M.S. in accounting), and prior extracurricular achievements.

EXPENSES

Tuition per credit hour is $22.50 for residents and $68.50 for nonresidents. The average unmarried resident student requires approximately $2,000 per academic year for fees, books, room and board, and miscellaneous expenses.

Married students can obtain university housing if their applications are received in sufficient time. Excellent facilities are available at a rate of $160 to $215 a month for a two-bedroom furnished apartment with bills paid. Inquiries should be made directly to Married Student Housing.

FINANCIAL ASSISTANCE

There are a number of quarter-time assistantships available for the master's program which pay $200 a month and require a maximum of 10 hours of work a week. Assistantships for doctoral candidates are also available and pay $570 per month for one-half time. Out-of-state fees are waived for graduate assistants. Assistantship applications are accepted at any time. A limited number of tuition fellowships are also available.

Student loans of various amounts are available at nominal interest rates. The terms of the loan are tailored to the applicant's circumstances. Students desiring additional information should write to the Student Loan Office.

PLACEMENT

The College of Business Administration maintains an excellent placement service and also cooperates with the university placement service. Representatives from companies throughout the United States annually recruit on campus.

CORRESPONDENCE

For further information, write or call
Dean
College of Business Administration
Oklahoma State University
Stillwater, Oklahoma 74074
Telephone: 405-624-5064

OLD DOMINION UNIVERSITY

NORFOLK, VIRGINIA

Old Dominion University, founded in 1930, is a coeducational, state-supported institution located in a metropolitan area of about one million people. The university has an enrollment of approximately 15,500 students, of whom about 2,000 are enrolled in the School of Business Administration. The administrative structure is organized around schools of arts and letters, sciences and health professions, business administration, education, and engineering.

The school is housed in a modern facility containing classrooms, seminar rooms, computer terminals, offices, a lecture hall, and faculty lounge. The school offers a Bachelor of Arts degree in economics; a Bachelor of Science degree with concentrations in accounting, economics, finance, management information systems, management, or marketing; a Master of Business Administration (M.B.A.) degree; a Master of Arts degree in economics; and a Master of Science degree in Accounting.

PROGRAM OF STUDY

The M.B.A. program is designed to present a broad but thorough insight into the basic problems of management and promotes, through graduate-level study, the self-development of executives for business, government, and industry. Case problems and independent research projects, along with oral and written presentations of findings, are used as vehicles in developing an integrated approach to the concept of management. No attempt is made to specialize in the functional areas of business.

Both full- and part-time students are admitted to the program. Graduates of engineering, education, science, and liberal arts schools, as well as business administration graduates, are encouraged to apply for entrance into the program during any semester. Since many of the students hold full-time, responsible positions, most graduate business courses are held in the evening.

Applicants who have an undergraduate background in accounting, business, or economics and a satisfactory GMAT score will normally be allowed direct entry into graduate-level work. M.B.A. applicants must present academic credits or evidence of competency in each of the following before enrollment in graduate course work: principles of accounting, principles of economics, principles of management, principles of marketing, corporation finance, statistical inference, production operations, management information systems, and the legal environment of business.

Students whose undergraduate work includes the above courses in business may complete the requirements for the M.B.A. degree in one calendar year of full-time study. Students with no undergraduate work in economics and business administration should be able to meet the requirements for the M.B.A. degree in approximately two years of full-time study. Part-time students must plan on a longer program of study.

M.B.A. students must complete a minimum of 30 semester hours of graduate-level courses. The following courses are required of all candidates for the general line management M.B.A. degree: research methods in industry and government, quantitative analysis, managerial accounting, economic environment, organizational theory, managerial problems in marketing, managerial problems in finance, managerial problems in production, organizational behavior and administration or computer-based management information systems, and business policy. Students who wish an emphasis in a particular functional area may elect to omit the course in research methods and substitute additional course work from one of the following areas: accounting, economics, finance, human resources, management information systems, marketing, quantitative analysis, production, public administration, real estate, or health care administration.

A comprehensive examination—written and oral—must be passed by the candidate during his final semester.

ADMISSION

Applicants must hold a bachelor's degree or equivalent from an accredited institution. For regular admission, the student should have achieved a 3.0 quality-point average (on a 4.0 system) in the upper division and a 2.5 overall cumulative quality-point average in undergraduate training. In addition, the applicant must present acceptable scores on the Graduate Management Admission Test. The program seeks those who possess capacity for creative and analytical thinking as well as a high level of motivation toward graduate study and a career in business or administration.

EXPENSES

Expenses, per semester, are as follows

Application fee, nonrecurring	$20
Resident of Virginia, per hour	37
Nonresident of Virginia, per hour	66
Graduate diploma fee	15
Student health service fee, per semester	12

Rooms and meals for both men and women are available in the dormitories (with university-approved supervisory staff). For information, write Housing Office, Old Dominion University, Box 6173, Norfolk, Virginia 23508.

FINANCIAL ASSISTANCE

Applicants for the graduate programs may compete for institution-wide university fellowships, with stipends of $2,500 for one academic year. Awards are made to outstanding entering full-time students and are renewable for one year. In order to be considered for an award, an applicant must have all his admissions credentials in the office of the Dean of Graduate Studies by February 15. Part-time employment in paper grading and other assistance with undergraduate courses in the School of Business Administration is also available.

PLACEMENT

The university's Office of Financial Aid and Placement makes its placement services available to graduate students. Employment interviews may be arranged with representatives of firms visiting the campus.

CORRESPONDENCE

For further information, write or call

Dean of Graduate Studies
Old Dominion University
Norfolk, Virginia 23508
Telephone: 804-440-3256

ORAL ROBERTS UNIVERSITY

TULSA, OKLAHOMA

Oral Roberts University (ORU) is a private, nonsectarian, liberal arts and sciences institution in suburban Tulsa, Oklahoma. ORU has 4,000 students who come from every state and 40 foreign countries, and represent every race and more than 40 denominations. ORU is committed to a philosophy of education for the whole person—mind, spirit, and body. ORU offers 29 majors on the undergraduate level and has graduate and professional programs in medicine, dentistry, law, nursing, and theology as well as business. The School of Business opened in 1975 and in 1979-80 had 100 full- and part-time students. Founded in 1963 with the first class in 1965, the university campus is valued at more than $178 million with 20 major buildings.

The university is fully accredited on the baccalaureate, master's, and first professional degree levels by the North Central Association of Colleges and Schools. There are more than 350 faculty members. Its founder and president is evangelist and educator Oral Roberts.

All students are required to pass a physical educational course each semester and are encouraged to develop a personal physical fitness program. ORU is a resident campus with more than 80 percent of its students living in 9 residence halls and university apartment complexes provided for graduate students.

The university is currently constructing a $100 million medical and research center adjacent to the campus: The City of Faith. This complex will be used for continuing education, research, health care, and medical student education with specialty in holistic medicine and care of cancer, heart disease, and problems associated with aging.

PROGRAM OF STUDY

The principal objectives of the ORU School of Business are to provide leadership on all levels of business activity, personal, corporate, and public; to emphasize management strategy and techniques, organizational behavior, communication, motivation, management by objectives, and long-range planning; and to place special emphasis on business ethics. The Master of Business Administration (M.B.A.) degree requires a minimum of 38.5 semester hours of graduate course work for students with a business background. M.B.A. students without previous academic training in business must pass proficiency exams or take eight courses to compensate for the deficiency in undergraduate preparation. These are: Principles of Economics I, Fundamentals of Accounting I and II, Business Law I or II, Principles of Marketing, Financial Management, Elementary Statistics, and a class on the Holy Spirit required of all students. Full-time students should be able to complete the M.B.A. program in three semesters (with adequate background) or four semesters (without background). Course work must be completed within five years of matriculation and with a 3.0 grade-point average.

A core of 17 semester hours is required of all students: Management, Organization Theory (modular); Managerial Accounting and Control (modular); Financial Management (modular); Marketing Management (modular); Ethics of Business, Government and Society; Cross-Pollination.

The modular courses are taught by teams of faculty members from the accounting, finance, management and marketing disciplines. Electives (12 hours) may be taken in economic theory, computer application, quantitative analysis, and special topics in accounting, marketing, and management. To fulfill residency requirements, all M.B.A. students must attend ORU for one regular semester as full-time students (9.5 to 12.5 credit hours) including Chapel attendance.

A health care administration program is administered by the School of Business, with faculty members from the ORU business school and adjunct instruction from the health care professions. Courses such as Health Care Policy I and II, Health Care Statistics, and Health Planning examine the structure of health service organizations, resource allocation, political consideration, state and national health agencies, and regional and local health department, among other topics.

ORU has a cross-pollination emphasis that puts professional students together in a series of academic and nonacademic experiences to enlarge each student's understanding of human problems and needs, other professional perspectives, and ways in which professionals might work together.

ADMISSION

Prospective students must meet all of the undergraduate admission requirements governing entrance to ORU and have completed a baccalaureate degree from an accredited institution, preferably in business. Grade-point average, scores from the Graduate Management Admission Test (GMAT), and class rank are evaluated. Up to six hours of transfer credit are granted upon careful evaluation.

EXPENSES

Expenses for the 1979-80 academic year were:

Tuition, per semester hour	$135
Student activity fee for the year	60
Books (estimate for the year)	400

Students are housed in two-bedroom, university-owned apartments that rent for $240 per month, furnished, or $210 per month, unfurnished. Single students have double occupancy at $130 per month per student. Utilities are extra, and health insurance is additional.

FINANCIAL ASSISTANCE

Teaching and research assistantships and fellowships are available as well as federal and state guaranteed loans. All applications for financial aid should be filed with the ORU Financial Aid Office.

PLACEMENT

ORU's Career Planning and Placement Office assists all students, including M.B.A.'s and alumni. More than 25 national corporations and companies visit the campus each year seeking qualified candidates.

CORRESPONDENCE

Inquiries should be directed to
Director of Admissions and Financial Aid
Oral Roberts University
7777 South Lewis Avenue
Tulsa, Oklahoma 74171
Telephone: 918-492-6161, extension 2802

OREGON STATE UNIVERSITY

CORVALLIS, OREGON

Oregon State University, founded in 1868 as the state's land-grant institution, is located in western Oregon in the heart of the thriving Willamette Valley. This location affords ready access to the Portland metropolitan area, as well as to the various recreation areas of the Cascades, and Pacific Ocean coastline. Approximately 17,500 students are enrolled in the university's degree programs. The School of Business offers both undergraduate and master's degree programs in business administration; over 2,800 students are enrolled in the undergraduate programs and about 150 students in the graduate programs.

PROGRAM OF STUDY

The purpose of the Master of Business Administration (M.B.A.) program is to provide a professional education which will enable qualified students to develop, with experience, into competent and responsible executives in business, industry, and government. The major objective of the M.B.A. program is to provide graduates with a sound professional preparation for responsible career positions in business and other enterprises where managerial skills are needed. Curricula emphasize the achievement by the student of a broad understanding of all phases of business, together with the development of the decision skills required of the modern manager.

The M.B.A. program is open to persons who have undergraduate degrees in either business or nonbusiness fields. A student whose undergraduate degree is in a field other than business may be required to take a number of prerequisite courses in the fundamental disciplines before beginning some courses contained in the degree program. Included in the prerequisite requirements are courses in economics, mathematics, business statistics, management and organizational behavior, accounting, information systems, computer programming, finance, operations management, and marketing.

The M.B.A. curriculum consists of 33 quarter credits of specific required graduate courses that provide broad preparation for management, plus 12 quarter credits of elective courses.

Course		*Quarter Credits*
BA 520	Administrative Accounting	3
BA 512	Management and Organization Theories	3
BA 513	Behavior in Business Organizations	3
BA 528	Business Conditions Analysis	3
BA 515	Financial Management	3
BA 514	Marketing Management	3
BA 531	Computer Assisted Management	3
BA 532 or BA 533	Deterministic Models for Business Analysis or Decision Analysis	3
BA 517	Business in Its Environment	3
BA 599	Business Policy Formulation	3
	Approved electives	12

ADMISSION

Admission to the M.B.A. program is open to qualified men and women who hold an undergraduate degree from an accredited university or college. No prior academic training in economics or business subject is required for admission. Applicants must satisfactorily complete a course in intermediate algebra before the start of course work.

To be admitted, a student must meet the following criteria:

1. A grade-point average (GPA) of 2.50 or better for the last 90 quarter credit hours or 60 semester credit hours of graded undergraduate course work
2. A score of at least 425 on the Graduate Management Admission Test (GMAT)
3. An index of at least 1,025 calculated as 200 times the GPA calculated in 1, above, plus the GMAT score used in 2, above, i.e., index = 200 (GPA) + GMAT.

Applicants should arrange to have sent directly to the Office of Admissions:

1. two completed admission forms (obtained from the Office of Admission or the Graduate Programs Office),
2. transcripts from all previous colleges or universities attended,
3. an application fee of $20 in the form of a check or money order, and
4. a letter or statement of objectives. (NO letters of recommendation are required.)

Foreign applicants whose native language is not English are required to take the Test of English as a Foreign Language (TOEFL). A minimum score of 550 is required for admission to the M.B.A. program. Foreign students must also comply with the GMAT requirement mentioned earlier.

Students may enter the M.B.A. program in any quarter of the year, but because of the sequencing of certain courses it is generally most advantageous for the student to enter during fall quarter. Students who have completed all prerequisite courses and who enter during the fall can expect to graduate in one year (four quarters).

EXPENSES

Graduate tuition for 1980-81 was $465 per quarter for in-state residents and $796 per quarter for out-of-state residents; 1981-82 tuition is expected to be approximately 15 percent higher.

FINANCIAL ASSISTANCE

A limited number of research and teaching assistantships are available. Stipends are typically $655 or more per quarter plus a reduction in tuition fees to $78 per quarter. Foreign students are usually not eligible for financial aid during their first year of study. Information regarding loans and the federally sponsored College Work-Study Program is available from the OSU Office of Financial Aids.

PLACEMENT

Services of the University Placement Office are available to all graduate students. Representatives of many regional and national firms visit the campus to interview persons seeking employment.

CORRESPONDENCE

For further information, write or call

Graduate Business Programs
School of Business
Oregon State University
Corvallis, Oregon 97331
Telephone: 503-754-3490

PACE UNIVERSITY

NEW YORK, PLEASANTVILLE, AND WHITE PLAINS, NEW YORK

Pace University, founded in 1906, is a private, nonsectarian, coeducational institution offering undergraduate and graduate instruction at three campuses, one in New York City and two in Westchester County. The Civic Center campus, a self-contained educational complex located in Lower Manhattan at City Hall Park, and the Midtown Center, located on Fifth Avenue near Grand Central Station, serve a dynamic financial, business, and governmental community. The Pleasantville/Briarcliff campus is located in attractive, rural surroundings approximately one mile north of the Hawthorne interchange. The White Plains campus is in the midst of a major suburb of New York.

The Lubin Graduate School of Business has a full-time enrollment of almost 700 and a part-time enrollment of 3,600 men and women. Classes are conveniently scheduled throughout the day, in the evening, and on weekends.

PROGRAMS OF STUDY

The M.B.A. program is designed to provide a foundation of broad understanding of business as well as advanced technical knowledge in a specialized field. The fields of concentration offered are accounting (C.P.A. preparation), managerial accounting, business economics, computer systems and information science, executive management, financial management, international business, management science (operations research and statistics), marketing management, management, and taxation.

Common to all programs is a foundation in the functional areas of business administration. Building upon this base is a core of courses which conceptualizes the survival areas of business, furnishes the student with tools for analysis, and helps him develop managerial perspective. A series of specialized and elective courses of an advanced and challenging nature provides the necessary skills of a functional discipline in business. Students may choose a six-credit business policy sequence which includes the preparation, analysis, and presentation of an original, real-life business case study. Alternatively students may elect a three-credit business policy course and complete a research project course in their field of specialization. The research project course provides students with an opportunity for a scholarly approach to the acquisition, preparation, and analysis of information in a specialized area. A minimum of 39 credits in residence is required for the M.B.A. degree. Transfer credit is considered up to a maximum of 6 credits. All requirements for the degree must be completed within five years.

The Lubin Graduate School of Business also offers the following programs: the M.S. degree in economics, industrial relations, investment management, and taxation; the J.D./M.B.A. program; the M.S./Ph.D. in economics program with SUNY-Stony Brook; the Certificate of Advanced Graduate Study; and the M.B.A./M.S. in urban planning program with Pratt Institute. There is also an exchange program for faculty and students with the Ecole Superieure de Commerce de Lyon (ESCL) in Lyon, France.

Methods of instruction are varied; class size is limited in order to provide for increased student involvement during the instructional session. The academic year consists of two 15-week semesters and two 6-week summer sessions. It is possible to enter the Master of Business Administration program in either the fall, spring, or summer terms.

ADMISSION

Admission to the masters' programs is open to qualified holders of bachelor's degrees from accredited undergraduate institutions. No specific undergraduate preparation is required. Evaluation is based upon the following factors: scholastic achievement and a desire to excel as evidenced by previous academic work; aptitude for graduate study as indicated by satisfactory scores on the appropriate admission test; potential to achieve leadership in the applicant's field; and maturity as evidenced by prior work experience, extracurricular activities, letters of recommendation, and answers to the essay questions on the application. Applicants whose native language is not English are required to take both the GMAT and the Test of English as a Foreign Language.

Applications are processed as they are received. Foreign applicants should file their applications for admission at least three months prior to the opening of the semester for which admission is sought. Applications must be submitted by August 15 for the fall term, by December 15 for the spring term, by May 1 for the first summer session, and by June 15 for the second summer session.

EXPENSES

Tuition for graduate courses is $125 per credit. Housing facilities at each campus are available to all single students. A minimum budget for a single, full-time student for the academic year including the summer is $9,500.

FINANCIAL ASSISTANCE

A number of graduate assistantships and scholarships are available. Scholarship awards range from partial to full tuition for both full- and part-time students. Research and graduate assistantships, which carry a stipend and tuition remission, are available to full-time students only. Scholarship/assistantship applications must be submitted prior to March 1 for the fall semester and December 1 for the spring and summer sessions.

PLACEMENT

Through the Office of Placement and Career Development, the Lubin Graduate School of Business offers assistance to graduate students in obtaining suitable full- or part-time employment.

CORRESPONDENCE

For further information, write or call

Office of Graduate Admissions
Pace University
Pace Plaza
New York, New York 10038
Telephone: 212-285-3531 *or*

Bedford Road
Pleasantville, New York 10570
Telephone: 914-682-7283 *or*

55 Church Street
White Plains, New York 10601
Telephone: 914-682-7283

PACIFIC LUTHERAN UNIVERSITY

TACOMA, WASHINGTON

The School of Business Administration,established in 1960, offers the oldest evening Master of Business Administration (M.B.A.) program in the Pacific Northwest. Both the Bachelor of Business Administration and the M.B.A. are professionally accredited by the American Assembly of Collegiate School of Business.

Pacific Lutheran University (PLU), founded in 1890, is located on a picturesque 126 acres in a suburban section of Tacoma, Washington. The Pacific Northwest is abundant with natural scenic beauty. Puget Sound, the Pacific Ocean, rivers, lakes, and mountain streams attract fisherman, boaters, swimmers, and scuba divers. Mount Rainier, visible from many places on campus, dominates the Cascade range. The Cascades, as well as the Olympic mountain range to the West, offer countless recreational opportunities for skiers, campers, and hikers.

The 2,700 full-time and 700 part-time students represent most of the 50 states and some 20 foreign countries.

PROGRAM OF STUDY

The purpose of the evening Master of Business Administration program is to nurture, through education, the professional development of line managers with broad administrative capabilities. Since the great majority of PLU M.B.A. students are employed full time in industry, government, or nonprofit institutions, there exists ample opportunity for intellectual interchange with working professionals. The graduate-level business courses are taught by full-time, doctorally qualified faculty who are active in both research and consulting.

The Master of Business Administration curriculum consists of a preparatory core and 10 courses (40 semester hours) at the graduate level, of which 24 semester hours must be taken at Pacific Lutheran University. The general structure of the program is as follows:

Preparatory Core
  Fundamentals of Accounting and Finance
  Applied Statistical Analysis
  Fundamentals of Marketing and Management
Analytical Techniques and Managerial Environment
  Economic Analysis and Policy Decisions
  Quantitative Methods
  Accounting Information and Control
  Organizational Behavior and Environment
Management of Business Functions
  Seminar in Operations Management
  Seminar in Financial Management
  Seminar in Marketing Management
  Business Strategy and Policy
Specialization/Research Alternatives
  Alternative 1: completion of two graduate elective courses *or*
  Alternative 2: completion of research colloquium and formal thesis or case study.

Students who have met the preparatory core requirements can finish the evening master's program in 15 months of full-time study or in two-and-a-half years of part-time study. Since the graduate-level courses are offered in the evening, some students choose to begin the program on a full-time basis and then start or continue a management career in the Seattle-Tacoma metropolitan area. The M.B.A. degree requirements would then be completed on a part-time basis.

ADMISSION

Admission to the Master of Business Administration program is based upon sound scholarship and promise of development rather than on the precise content of an applicant's undergraduate degree. The admission criteria include total overall undergraduate grade-point average, scores on the Graduate Management Admission Test, and letters of recommendation. Once accepted, candidates are expected to maintain a 3.0 grade-point average in all graduate-level work.

Students are admitted for the fall semester, beginning in early September, the spring semester beginning in early February, or the summer semester beginning in early June. A limited number of summer courses are offered each year. Applications for fall, spring, and summer should be made by August 15, December 15, and May 1, respectively.

EXPENSES

Tuition (estimated) for full-time and part-time students is $580 per four-hour course.

FINANCIAL ASSISTANCE

Limited aid is available in terms of loans, scholarships, and one graduate assistantship position a year.

PLACEMENT

The university maintains its own Career Planning and Placement Office, which is visited regularly by representatives of industry and government agencies. The Placement Office also maintains contact with private executive search and placement agencies.

CORRESPONDENCE

For further information or to request an application for admission, write or call

Associate Director of Graduate Programs
School of Business Administration
Pacific Lutheran University
Tacoma, Washington 98447
Telephone: 206-383-7250

PAN AMERICAN UNIVERSITY

EDINBURG, TEXAS

Pan American University, located in the semitropical lower Rio Grande Valley at the southern tip of Texas, opened its doors in September 1927 as Edinburg Junior College and continued as a junior college until 1952. At that time, the institution became a four-year, locally supported college and in September 1965 became a fully state-supported senior institution. The Graduate School at Pan American University first started accepting students in 1971, and enrollment has grown to almost 1,000 students.

The proximity of Pan American University to the heavily populated northern Mexico border area creates a bilingual, bicultural environment that influences all the programs of the university. The environmental effects are reflected in the architectural style of the $30-million university campus which has been virtually completed within the past 10 years.

PROGRAM OF STUDY

The Master of Business Administration (M.B.A.) degree at Pan American University is designed primarily for people in administrative positions in business and other enterprises who wish to enhance their career opportunities. The program will assist these people by broadening their knowledge of the general field of business administration and by intensifying their knowledge of one or more specific areas within the field.

The program is also designed for students who wish to acquire broader and more intensive knowledge of management and administration in organizations of all kinds. Persons who wish a career in the teaching of business subjects or in business research will benefit from this training as well.

Training in this program will stress greater understanding of the interdependent nature of our society and interactions between the private, profit-oriented sector and agencies of the public sector of the economy. Strong emphasis will also be placed on the importance of the interpersonal skills in the successful pursuit of careers in administrative positions in public or private organizations.

The M.B.A. requires 36 hours, 24 of which must be in courses open only to graduate students. In addition to fulfilling general requirements for a master's degree specified by the Pan American University Graduate School, candidates for the M.B.A. will be required to complete successfully a core of 24 semester hours and elect either Option I or Option II as specified below:

- Option I—The student will select the remaining 12 semester hours from approved graduate offerings of the university. One-half of these hours may be taken from offerings outside the School of Business Administration.
- Option II—The student will select six additional semester hours of graduate-level work with the guidance of the Graduate Advisor. Additionally, he will write an acceptable thesis for six hours' credit.

ADMISSION

In order to be admitted to the M.B.A. program, the student must meet all requirements of the Graduate School of Pan American University, as well as other requirements specified below. Application for admission must be made to the Director of Admission, Pan American University, Edinburg, Texas 78539.

Applicants are required to take the Graduate Management Admission Test (GMAT) in addition to the Graduate Record Examinations (GRE) and submit results to the Office of Admissions in advance of the date of desired admission. Information on all conditions and requirements for graduate admission are defined under general admission requirements in the Graduate School catalog.

For information relative to the GMAT and GRE contact the Office of Career Counseling, Placement and Testing at Pan American University.

EXPENSES

Estimated expenses for a single student per semester are as follows:

Tuition	
Texas residents	$120
Out-of-state residents	540
Foreign citizens	265
Fees	100
Room and board	665
Books and supplies	50

FINANCIAL ASSISTANCE

Financial assistance is available through a limited number of graduate teaching and research assistantships. The assistantship pay is about $4,000 for the nine-month academic year. In addition, loans may be obtained through various programs administered by the Director of Financial Aid at Pan American University.

PLACEMENT

An active Placement Bureau is maintained for all students and alumni of Pan American University.

CORRESPONDENCE

Inquiries concerning the M.B.A. program at Pan American University should be addressed to

Director of Graduate Studies in Business
School of Business Administration
Pan American University
Edinburg, Texas 78539

THE PENNSYLVANIA STATE UNIVERSITY

UNIVERSITY PARK, PENNSYLVANIA

The Pennsylvania State University is the land-grant institution of the Commonwealth of Pennsylvania. The University Park campus is located in the borough of State College, a residential community in the geographic center of the state and among the foothills of the Alleghenies. The location provides excellent recreational facilities and climate. The environment affords students every opportunity to devote themselves to their studies and to related student activities. There are now approximately 32,936 students in residence, with about 5,076 enrolled in the Graduate School and 300 majoring in graduate work in business.

PROGRAMS OF STUDY

The College of Business Administration offers three separate degree programs which are designed to provide education in the concepts, theories, and techniques of business behavior as a means for understanding business systems and for applying this knowledge to the solution of business problems.

The Master of Business Administration (M.B.A.) is a professional program in business administration presenting an opportunity for students of all undergraduate disciplines to prepare for managerial positions in business and government and other nonprofit institutions. The program consists of two portions: (1) three credits (one course) in each of undergraduate accounting, statistics, and economics (which may be taken before enrollment or at Penn State during the summer term prior to beginning the program) and (2) 48 credits of graduate courses and a professional paper. An executive communications course is fully integrated into the program. Time required to complete this program, based on full-time uninterrupted study, is 15 months or five terms.

The Master of Science in business administration focuses upon specialization, research, and the accumulation of knowledge in preparation for further study and for research or academic work. Preparatory work consists of 33 credits. The degree program also consists of 30 credit hours and a thesis or research paper. Excepting preparatory work, program completion takes three to four terms of full-time study.

The Doctor of Philosophy in business administration program offers advanced graduate education for students contemplating careers in teaching and research and in professional or research positions. This is normally a three-year program, including the master's work, with approximately 60 credits in course work and 30 credits in the doctoral dissertation. The language and communications requirements may be met by approved work in mathematics, computer science, statistics, the behavioral sciences, or a foreign language.

In all programs there are required courses, but opportunity is also provided for specializing in an area such as accounting, finance, quantitative analysis, operations, organizational behavior, management information systems, insurance and real estate, management, marketing, business logistics, transportation, or international business. For the Ph.D. degree, there is a requirement that courses be taken outside the area of business. Teaching methods include small seminars, case analyses, lectures, discussion, decision simulations, and management games.

ADMISSION

An applicant must hold a baccalaureate degree from an accredited institution. Candidates must submit scores from the Graduate Management Admission Test (GMAT) administered by Educational Testing Service of Princeton, New Jersey. Criteria for evaluating applicants include professional and academic accomplishments, GMAT scores, recommendations, and personal data from application forms which provide indications of future academic and professional accomplishment. In addition, scores on the Test of English as a Foreign Language are required for international students. Application materials for the M.S. and Ph.D. degrees ordinarily must be complete at least two months prior to the beginning of the desired starting term. Admission to the M.B.A. program is granted for the fall term only. It is advisable to apply early in the year. The best qualified applicants will be accepted up to the number of spaces that are available for new students.

EXPENSES

Students may use the following general guide in planning for their academic year expenses:

Tuition	
Pennsylvania residents ($583/term)	$1,749
Out-of-state residents ($1,166/term)	3,498
Room and board	1,830
Books and supplies	180
Personal	650
Total for academic year	
Pennsylvania residents	$4,409
Out-of-state residents	$6,158

Information about living facilities may be obtained from the Department of Housing and Food Services.

FINANCIAL ASSISTANCE

A limited number of half-time graduate assistantships are available with stipends ranging from $4,176 to $6,240 per four-term academic year plus a grant-in-aid which covers tuition. Other aid includes fellowships, scholarships, tuition grants-in-aid, and loans. For detailed information, applicants may write to the Dean of the Graduate School.

PLACEMENT

Approximately 160 firms visit Penn State annually to interview 140 M.B.A. candidates. Placement services are available through both the Graduate Programs Office and the University Placement Center for all degree candidates and alumni. The size and reputation of the university, coupled with its proximity to the business centers of the Northeast have resulted in the large numbers of recruiters from business, government, and education seeking prospective employees at University Park.

CORRESPONDENCE

For further information, please write or call

Director
Graduate Studies in Business Administration
Business Administration Building
The Pennsylvania State University
University Park, Pennsylvania 16802
Telephone: 814-863-0474

THE PENNSYLVANIA STATE UNIVERSITY, THE CAPITOL CAMPUS

MIDDLETOWN, PENNSYLVANIA

The Pennsylvania State University is the land-grant institution of the Commonwealth of Pennsylvania. The Capitol Campus was established in 1966 as an upper-division undergraduate and graduate center. Located on approximately 215 acres 10 miles southeast of Harrisburg, Capitol Campus is within commuting distance of York, Lancaster, Hershey, and Reading. The fall 1980 enrollment included 1,642 undergraduates and 728 graduate students. There are 278 persons pursuing studies in the Master of Administration (M.B.A.) program.

PROGRAM OF STUDY

The Master of Administration program is professionally oriented and intended for persons seeking or holding management positions in business firms or in engineering, scientific, technical, and health care organizations. The program has a business administration option and an engineering administration option. The goals of the program are to develop the individual's competence in decision making, skill in interpersonal and group relations, ability to integrate and interrelate the various functions of the firm, sense of responsibility to society, and commitment to ethical action within and outside the firm.

There are four 10-week terms in the academic year, and study for the degree may commence in any term. Approximate starting times of the terms:

Fall Term	Late September
Winter Term	Early January
Spring Term	Late March
Summer Term	Mid-June

The degree may be earned through full-time or part-time study. All courses are scheduled in the evening hours. Applicants may be admitted to the program without prior study in business. However, all introductory courses (referred to as Foundation and Core I courses) must be completed before commencing the advanced courses. Those introductory courses may be waived without substitution on the basis of demonstrated evidence of proficiency.

The program is as follows:

Foundation courses: introductory accounting, microeconomics, computer programming, math review.

Core I: statistics, financial management, managerial economics

			Credits
Core II:	Admin 510	Organization Behavior	3
	Admin 520	Quantitative Models	3
	Bus 522	Operations Management	3
	Bus 570	Marketing Management	3
	Bus 584	Government and Business	3
Core III:	Bus 554	Master's Project	3
	Bus 588	Business Policy	3
			21

Electives: 12 credits of graduate courses*

*Students in the engineering administration option will elect 6-9 credits of study in graduate engineering.

ADMISSION

An applicant must present a baccalaureate degree from an accredited institution. For the business administration option the degree may be in any field, but for the engineering administration option the degree must be in engineering. Admission decisions are based on an applicant's junior-senior cumulative grade-point average (a 2.75+ is recommended), Graduate Management Admission Test (GMAT) score (500+ is recommended), postgraduate work experience, and the degree of fit between the objectives of the student and those of the program. The GMAT is administered by Educational Testing Service four times a year. For dates, locations, and any other information about the test, write to Graduate Management Admission Test, Box 966, Educational Testing Service, Princeton, New Jersey 08541. All arrangements for taking the test are made directly with Educational Testing Service. Applicants whose original language is not English are required to submit a 550 score on the Test of English as a Foreign Language (TOEFL). The GMAT + TOEFL score must be submitted before the applicant is considered for admission.

Admission is open for all four terms in the academic year. Deadlines for applying are not specified, but four to six weeks should be allowed for processing the application after all required information is available.

EXPENSES

Tuition for Pennsylvania residents is $67 per credit (7 or fewer credits) or $531 per term (8 or more credits) for full-time study. Tuition for out-of-state students is $146 (7 or fewer credits) per credit or $1,166 per term (8 or more credits) for full-time study. Room and board charge is $464 to $699 per term, and married housing is available at $168 to $213 per month. All charges are subject to change.

FINANCIAL ASSISTANCE

Limited financial assistance is available. Inquiries should be addressed to Financial Aid Office, Capitol Campus, Middletown, Pennsylvania 17057.

PLACEMENT

Placement assistance is available through the Capitol Campus Placement Center.

CORRESPONDENCE

For further information or to request an application for admission, please write or call

Admissions Office
Master of Administration Program
The Pennsylvania University
The Capitol Campus
Middletown, Pennsylvania 17057
Telephone: 717-948-6305

PHILADELPHIA COLLEGE OF TEXTILES AND SCIENCE

PHILADELPHIA, PENNSYLVANIA

The Philadelphia College of Textiles and Science (PCT&S) is a private, coeducational institution with a unique 92-year history of leadership and growth.

The primary objective of the PCT&S Master of Business Administration (M.B.A.) program is to provide, within a small college environment, a quality of professional graduate degree program which meets the needs of students and the standards of the business community. To this end, it emphasizes clearly defined instructional methods and a curriculum which reflects the growing sophistication of this field.

The program is designed with the understanding that the M.B.A. degree is a professional management degree. PCT&S offers a rigorous program which will challenge students and give them the tools and skills needed to assume positions of leadership and responsibility.

PROGRAM OF STUDY

The M.B.A. program is designed for the adult with practical business experience who recognizes the need for more advanced knowledge and skills. The program should be thought of as a major step in the continuing process of self-development.

In order to permit students to attend classes with a minimum of conflict with their full-time jobs, classes are held during evening hours, usually from 7:00 to 10:00 p.m., with one class meeting scheduled each week during the fall and spring semesters. Course units are also scheduled during the summer semesters.

Learning can occur through several processes. The various course units in the M.B.A. curriculum employ differing teaching approaches: lectures, seminars, cases, behavioral experiments, and projects. Every effort is made to match the method with the course objectives and content.

Since all learning does not take place in the classroom, a feature of the program is the opportunity for students to fulfill some degree requirements by doing independent study. Based on the student's academic record, background, and work experience, the M.B.A. Director may permit the student to register for a course unit or units on an independent basis. This aspect of the program can benefit the student in two ways. First, it allows the student to demonstrate proficiency and to earn credit for relevant work experience. (No graduate credit will be awarded solely on the basis of work experience; proficiency must be demonstrated.) Second, since independent study does not require classroom attendance, students can elect independent study during a semester in which their work schedule or traveling would prevent them from attending class. (While not required to attend class, students electing independent study are encouraged to consult with professors and attend classes whenever they need assistance.)

The student who elects to take a unit as independent study will be required to take examinations, submit reports or case work, or complete a project assignment—whatever is required to demonstrate proficiency—when they are regularly scheduled during the academic year.

The M.B.A. program consists of preparatory courses, 27 required graduate units, 9 elective graduate units, and a comprehensive examination. In order to insure that students will be prepared to handle the course content of the graduate units, the following preparatory courses are required of all M.B.A. students: statistics, economics, accounting, finance, marketing, management, and computer programming. Students with satisfactory undergraduate records in these courses or their equivalents can have some or all of these courses waived. Courses may also be waived by examination.

While the M.B.A. program does not require a concentration in a specific functional area, the objective of the nine elective units is to provide the student with the opportunity to pursue a more in-depth study of business functions and management processes. Electives will be offered through regular classroom instruction, directed study, seminars, and work/study projects. Elective options include accounting, management, marketing, finance, retailing, health care administration, and computers.

To utilize the expertise and reputation of the college in the textile and apparel industries, interested graduate students may elect to take all or part of their elective units in course units related specifically to the textile and apparel industries. Students interested in and planning to elect this unique option should state their intentions in their application for admission to the program.

ADMISSION

Admission is open to qualified students who hold a bachelor's degree in any field from an accredited institution. Admission is competitive among applicants each semester.

Each applicant is considered on an individual basis. Generally, in making its decisions, the Admissions and Standards Committee is guided by the applicant's (1) academic potential as evidenced by undergraduate academic records and scores on the Graduate Management Admission Test (GMAT), (2) management potential as evidenced by job experience, extracurricular activities, and/or military service, (3) recommendations from professors and supervisors, and (4) personal statement of career objectives and motivation for seeking the M.B.A. degree.

EXPENSES

Tuition is $150 per graduate unit. A registration fee of $10 is payable each semester of registration.

CORRESPONDENCE

For further information, write or call
M.B.A. Director
School of Business Administration
Philadelphia College of Textiles and Science
School House Lane and Henry Avenue
Philadelphia, Pennsylvania 19144
Telephone: 215-843-9700

Gladys A. Kelce School of Business and Economics

PITTSBURG STATE UNIVERSITY

PITTSBURG, KANSAS

The Gladys A. Kelce School of Business and Economics at Pittsburg State University is located in southeast Kansas within 150 miles of each of the following metropolitan areas: Kansas City, Missouri; Wichita, Kansas; and Tulsa, Oklahoma. The faculty is almost exclusively full time and emphasizes effective teaching and applied research.

PROGRAM OF STUDY

The Master of Business Administration (M.B.A.) degree is a two-year graduate professional program designed to prepare future business executives. The course requirements consist of two levels. Level I includes 24 semester hours of graduate courses, some or all of which may be waived if appropriate undergraduate courses have been taken. Level II contains 33 semester hours of graduate courses, none of which may be waived on the basis of undergraduate work. The course requirements for the degree are stated below:

Level 1	
Principles of Management 801	3
Managerial Finance 802	3
Marketing for Management Decisions 803	3
Legal and Social Environment of Business 804	3
Economic Analysis 805	3
Statistical Methods for Management 806	3
Financial Accounting 807	3
Quantitative Methods for Management 808	3
	24
Level II	
Management Information Systems 928	3
Business Economics 926	3
Behavioral Aspects of Management 937	3
Operations Management 927	3
Management Strategy and Administration 925	3
	15
Students will select two of the following courses:	
Seminar in Financial Management 936	3
Management Accounting 914	3
Marketing Strategy 939	3
	6
In concentration, students will select 12 hours in one of the following areas: Accounting, General Administration, or Economics	12
Total	33

A maximum of nine hours of transfer credit from an accredited graduate institution may be applied to the program of study.

ADMISSION

Admission is open to all qualified individuals who hold a bachelor's degree from an accredited undergraduate institution. Approximately 40 percent of those admitted to the M.B.A. program do not have undergraduate business degrees, and approximately 30 percent of the undergraduate admissions have been women and minorities. An attempt is made to limit the size of the program to 80 students enrolled in a given semester. The Graduate Management Admission Test (GMAT) is required of all applicants. Applications are processed as they are received. For the 1980-81 academic year applications and official transcripts should be submitted to the Graduate Office no later than August 1 for the fall semester, December 15 for the spring semester, and May 1 for the summer session. Applications for assistantships and other forms of financial aid should normally be submitted prior to March 1.

EXPENSES

The state of Kansas does not charge tuition. Full-time student fees for the 1980-81 academic year were $280 per semester for residents of Kansas and $580 per semester for nonresidents. Part-time students (maximum of six semester hours) paid $14.75 per semester hour if they were Kansas residents and $36.50 per semester hour if they were nonresidents. A minimum budget for a single student including fees for the academic year was approximately $2,500. A married student required a minimum of $4,800. There are residence halls with private rooms available for single graduate students. University-owned married student housing is available. There is normally a good supply of off-campus housing for single students and a reasonable supply of off-campus housing for married students. Information about campus-owned housing is available from the Director of Student Services, Russ Hall, Pittsburg State University, Pittsburg, KS 66762.

FINANCIAL ASSISTANCE

Teaching and research assistantships are awarded to full-time highly qualified M.B.A. candidates on a competitive basis. Loans are available to qualified students to assist with fees and living expenses. Information regarding student loans can be obtained from Office of Student Financial Aids, Russ Hall, Pittsburg State University, Pittsburg, KS 66762.

PLACEMENT

Because the university has controlled admissions to the M.B.A. program and because of a good working relationship with businesses in surrounding metropolitan areas, the institution has an excellent record of placement of its M.B.A. candidates. The Placement Office provides considerable assistance to M.B.A. students, and a large number of firms visit the institution to recruit M.B.A. students each year.

CORRESPONDENCE

Further information can be obtained from

Steven L. Wartick
M.B.A. Program Advisor
School of Business
Pittsburg State University
Pittsburg, Kansas 66762
Telephone: 316-231-7000, extension 201

POLYTECHNIC INSTITUTE OF NEW YORK

BROOKLYN, NEW YORK

The Polytechnic Institute of New York, a coeducational, private, nonsectarian, technological university, was formed in 1973 by the merger of the Polytechnic Institute of Brooklyn with the New York University School of Engineering and Science. Both schools were founded in 1854. The Polytechnic began graduate instruction in 1902 and awarded its first Ph.D. in 1935. It was chosen by the NSF as a Center of Excellence and ranked high in the 1969 Carter Report, "An Assessment of Quality in Graduate Education." Of the 226 full-time faculty members, 90 percent hold doctorates. The Polytechnic is a member of the Brooklyn Educational and Cultural Association, a group of universities, museums, libraries, and theaters with special benefits for members.

Of the 4,600 students at the Polytechnic, 1,967 are enrolled for the M.S. program and 160 for the Ph.D. They represent 207 colleges and universities, from every part of the U.S. and 28 foreign countries. Of the 251 M.S. students in management, 48 are enrolled full time.

The Polytechnic is located near Brooklyn Heights, a fine residential area, the Brooklyn Civic Center, and the downtown shopping area. It is just 5 minutes from Wall Street and 15 minutes from midtown Manhattan by subway. It is part of and contributes to the unmatched educational, cultural, and professional opportunities of New York City. The Long Island Center in Farmingdale is in the heart of the industrial and business area.

PROGRAMS OF STUDY

The Master of Science in management program is designed for students who have earned a bachelor's degree in engineering, behavioral or physical science, the arts, business, or public administration. The goal is to develop competence in planning and decision making, and in the selection, allocation and direction of human, financial, and physical resources.

A minimum of 36 graduate units (12 courses) must be completed with an average grade of at least B. Students who need to take all core courses will take 45 units. This program is divided into the following:

Core Courses—which provide an intensive introduction to the basic disciplines of professional management; they will be waived if previously taken.

		Units
MG 600	Management Process	3
MG 601	Organizational Behavior	3
MG 636	Computers in Management	3
MG 650	Economic Environment of Management	3
MG 700	Managerial Accounting	3
MG 702	Statistical Analysis	3
MG 751	Managerial Finance	3
MG 851	Marketing Management	3

Concentration—4 courses chosen in one of the following areas: Accounting and Control, Computer Applications, Construction Management, Economics and Finance, Energy Management, General Management, Human Resources, Management Science, Public Policy, Technology Management, Transportation Management, and Urban Systems.

Integrative Course and Project (taken in the last term)—MG 970 Business Policy for three units.

Free Electives—two or more graduate courses chosen from those offered by any Polytechnic department, to bring the total number of courses to the required minimum.

Up to 9 units of transfer credit from other universities and/or credit by examination may be permitted.

The program is offered on both full-time and part-time bases. Most courses are given in the evening and late afternoon. All requirements for the M.S. must be completed within 5 years; full-time students complete their work in 2 or 3 semesters.

The division also offers the following programs: Economic Systems (MS., Ph.D.), Industrial Engineering (B.S., M.S., Engr., Ph.D.), Operations Research (B.S., M.S., Ph.D.), Organizational Behavior (M.S.).

Certificates may be earned in 15 specialized areas in the management and other program areas, for specified groups of 5 graduate courses; these courses may be the same ones used to satisfy the M.S. requirements.

ADMISSION

All applicants for the M.S. in management must have a bachelor's degree from an accredited school and must take the Graduate Management Admission Test. Students who show potential for advanced study, but have an undergraduate average below B, may be admitted in nondegree status; satisfactory performance at the Polytechnic will permit degree status later.

Application deadlines are July 1 for fall registration, December 1 for spring, and May 1 for summer, although late admission may be possible. The deadline for financial aid applications is March 15.

Foreign applicants must provide scores from the Test of English as a Foreign Language (TOEFL).

EXPENSES

Full-time students' tuition, per semester	$2,400
Part-time students' tuition, per unit	145

Dormitory facilities are maintained in a nearby hotel in Brooklyn and in the Graduate House on the 25-acre Graduate Center in Farmingdale; room rates are $475 per semester. Rooms can also be rented near both campuses. Both campuses have cafeterias. Total living costs average $325 per month.

FINANCIAL ASSISTANCE

Tuition aid in the form of scholarships, loans, work-study, fellowships, and assistantships is available for some students who are not reimbursed by employers.

PLACEMENT

The Career Services Office hosts hundreds of recruiters from industry, business, and government to interview students for employment and sponsors career days and seminars. These services continue after graduation.

CORRESPONDENCE

For further information, telephone 212-643-4104 or write

Dr. Norbert Hauser
Dean of Management
Polytechnic Institute of New York
333 Jay Street
Brooklyn, New York 11201

PORTLAND STATE UNIVERSITY

PORTLAND, OREGON

Portland State University was founded as a degree-granting institution in 1955. Undergraduate and graduate degrees are offered in most academic disciplines. Ph.D. degrees are offered in environmental science, systems science, and urban studies. Portland State has an enrollment of 18,000 and is located in Portland, Oregon, a city in a metropolitan area comprising more than 1,000,000 people. The campus is situated only a few blocks from the core of downtown Portland—six minutes by Park Block walkways and eight minutes by city sidewalks. All buildings on the campus, with the exception of Lincoln Hall, have been constructed within the past 13 years.

The School of Business Administration was established in 1961 and enrolls approximately 3,500 undergraduate and 700 graduate students per term. The master's degree in business administration, which was introduced in 1967, focuses on the managerial and entrepreneurial activities of the modern business organization.

PROGRAM OF STUDY

The Master of Business Administration (M.B.A) program is designed for those students who aspire to management positions in business, government, and other organizations. Major areas of emphasis include decision making and implementation, management processes, resource utilization, business operations, and environmental influences. The program emphasizes the interrelationships among management principles, finance, accounting, production, and marketing. Those having deficiencies in the above areas may be required to take certain accelerated courses designed specifically to meet the preparatory needs of M.B.A. candidates. These accelerated courses are particularly designed for the nonbusiness undergraduate major. Seminars are the principal teaching method used in the courses which comprise the 48 term hours required for the degree.

ADMISSION

Graduates of accredited colleges and universities are eligible to apply for admission. Acceptance is based upon the applicant's previous college record and scores on the Graduate Management Admission Test (GMAT). Students are considered if they have one of the following:

1) 1050 points by the following formula: 200 × undergraduate cumulative grade-point average (minimum 2.75) + GMAT score (minimum 450) *or*
2) 1100 points by the following formula: 200 × upper-division grade-point average (minimum 3.00) + GMAT score (minimum 450).

International students must provide scores from the Test of English as a Foreign Language (TOEFL).

EXPENSES

Regular fees and tuition for Oregon residents in graduate studies total $468 a term. Students holding graduate or research assistantships which involve teaching or research duties pay a special reduced fee of $80 a term. Fees and tuition for nonresident students enrolled in graduate programs total $799 a term.

Students, including auditors, carrying six credit hours or less are charged at the following rates for 400- and 500-level courses:

Credit hours	
1	$ 69
2	112
3	155
4	198
5	241
6	284

FINANCIAL ASSISTANCE

Assistantships are available in the departments of accounting, finance/law, management, and marketing. Stipends range from $2,835 to $4,320 per academic year. Eligibility for graduate assistantships is limited to full-time students who have been admitted and accepted by a department and who meet the minimum university requirements for regular degree status.

Long-term loans are available under the Guaranteed Loan Program and the National Direct Student Loan Program as authorized by the Higher Education Act of 1965 and the amendment of 1972. Graduate students may borrow up to $2,500 a year under the National Direct Student Loan Program. Part-time jobs are also available in the College Work-Study Program. Application for loans and work-study is made through the Director of Financial Aids.

PLACEMENT

The university maintains a centralized placement office to assist graduate students and alumni seeking professional placement. Graduate students who need part-time work or employment following graduation are encouraged to establish a file with the Placement Service.

CORRESPONDENCE

For further information, please write or call

Coordinator
M.B.A. Program
School of Business Administration
Portland State University
P.O. Box 751
Portland, Oregon 97207
Telephone: 503-229-3712

PRAIRIE VIEW A & M UNIVERSITY

PRAIRIE VIEW, TEXAS

Resting on some 1,400 acres of beautiful countryside—only 30 minutes from the largest city in the South and the fifth largest city in America—Prairie View A&M University creates an environment that contains only those influences that will affect a student positively; it locks out the intellectual pollution of the cities to give each student a refreshing, undistracted experience aimed at maximum personal, social, and intellectual growth. The university attempts to serve the citizens of Texas at the points of their greatest needs and endeavors to bring the students' training into closer relationship with life's occupations. The central theme of the university, and of the College of Business, is that education must have the objective of making a worthwhile life with respectable living.

Through the use of the residential concept, the residence halls (dormitories), the library, and the classrooms are all used as learning centers. All of the resources of the university are used to provide the greatest number of influences which will act to develop a student to the fullest toward this basic objective.

PROGRAM OF STUDY

The College of Business uses a variety of teaching strategies (including visiting professors, guest lecturers, competency-based teaching, and case methods) in assisting the students to meet the objectives of the program. The M.B.A. curriculum provides broad preparation for management, with analytical techniques emphasized because of their importance in modern decision making. The curriculum consists of courses that make up a common body of knowledge. In addition, specific courses are designed to prepare the students for careers in management. Future plans include specializations in the areas of marketing, finance and banking, economics, and accounting.

A student must complete 36 semester hours, including a 24-semester-hour core and 12 semester hours of electives. The core courses are as follows:

Acct 513	Managerial Accounting	3
BA 733	Business Statistics	3
BA 783	Quantitative Analysis	3
FI 583	Theory of Financial Management	3
MK 603	Marketing Management	3
MG 523	Organizational Theory	3
FI 603	Managerial Economics	3
MG 623	Problems	3

The 12 hours of electives must be approved by the academic advisor or the Dean of the College of Business. Students who enter the program with a nonbusiness undergraduate degree must complete a minimum of 48 semester hours designed to give a sufficient background in business in order to enable them to pursue the curriculum outlined above.

The program is designed so that a student who completes 12 hours a semester (and who has the necessary undergraduate background) can complete the course requirements in one calendar year—beginning with the fall term and ending with the summer session. A total of 6 semester hours of credit may be accepted on transfer with the approval of the Dean of the College of Business, the Dean of the Graduate School, and the Registrar of the University. Students who wish to remain employed find the evening classes (designed to be equally as challenging as the regular day classes) especially attractive. Students who are pursuing the M.B.A. on a part-time basis can usually complete it within two calendar years.

A limited number of assistantships are available which provide opportunities for the student to earn a significant amount of the funds necessary for the M.B.A. In addition to the funds the student earns, an assistantship affords an opportunity for the student to work closely with faculty and staff in the College of Business.

ADMISSION

The Master of Business Administration (M.B.A.) at Prairie View A&M University is open to qualified students who have undergraduate degrees in nonbusiness areas as well as those having degrees in business or business-related areas.

Each applicant must present a minimum grade-point average of 2.75 (4.0 = A) and a satisfactory score on the Graduate Management Admission Test (GMAT). Each applicant is reviewed on an individual basis using the above requirements and giving consideration to overall impression of strength, desire to succeed at the graduate level, past experience, and present job status.

FINANCIAL ASSISTANCE

The university participates in and accepts applicants for the federally funded and/or state-funded financial aid programs, including the College Work-Study Programs and part-time employment. Applicants are considered on individual need and merit. In addition, the assistantships described earlier also provide a means for financing the course of study at Prairie View A&M University. Inquiries regarding financial assistance should be made early because only a limited amount of aid is available.

PLACEMENT

The university has an excellent Career Planning and Placement Center which hosts numerous recruiters from businesses, industries, nonprofit institutions, and governmental agencies seeking to hire its graduates. Information on current job opportunities is available in the center. In addition, an Annual Career Festival is held on the campus. Students are able to view exhibits by a number of firms and talk to company personnel without the constraints of a formal job interview.

CORRESPONDENCE

For additional information, write to
Dean, College of Business
Prairie View A&M University
Prairie View, Texas 77445
Telephone: 713-857-4011 or 857-4310

PROVIDENCE COLLEGE

PROVIDENCE, RHODE ISLAND

Providence College is primarily a four-year college of liberal arts and sciences which also offers a limited number of graduate programs leading to advanced degrees. It is conducted under the auspices of the Order of Preachers of the Province of St. Joseph, commonly known as the Dominicans.

The college was founded in 1917, under an Act of Incorporation approved by the General Assembly of the State of Rhode Island.

It is the policy of Providence College not to discriminate on the basis of age, sex, race, handicap, marital status, religion, national origin, color, or political affiliation.

A coeducational, equal-opportunity institution, it is duly accredited by the New England Association of Colleges and Secondary Schools.

The college is situated on a 99-acre campus in the city of Providence, Rhode Island. It enjoys the advantages of an atmosphere far removed from the traffic and commerce of the metropolitan area, but it also provides easy access to the many cultural attractions of a city which is not only the capital of an historic state but also the center of a variety of institutions of higher learning.

PROGRAM OF STUDY

The Master of Business Administration (M.B.A.) program is management-oriented. It provides knowledge useful to junior-level business executives as well as to others who seek an advanced degree before entering the business community. Some courses deal with tools useful to managers. Others are concerned with various business functions. There is a quantitative emphasis in many of the courses and computer applications in others.

All students follow the same basic program of studies. Courses are offered in the evening only.

If a student comes into the program with all the necessary undergraduate prerequisites, the M.B.A. degree can be earned by successfully completing 12 graduate courses (36 credits). Eight of these graduate courses are required (one each in the areas of accounting, computer systems, operations research, human resource management, marketing, finance, production, and a capstone seminar course), and the other four are electives. The undergraduate prerequisite courses are in the areas of accounting, mathematics, economics, quantitative methods, finance, and management and would normally total 42 credits. Graduate-level foundation courses are offered in accounting, mathematics, statistics, and economics. These courses permit a student to accomplish six semester hours of undergraduate prerequisite work by taking one three-semester-hour, graduate-level course.

A student will be required to maintain a B average in his graduate courses in order to complete successfully the program. There is no language or thesis required; however, a thesis can be opted, and, if it is, two of the elective courses will be waived.

ADMISSION

Admission to the graduate program is open to qualified holders of bachelor's degrees in any field from accredited undergraduate institutions. In addition, all applicants are required to take the Graduate Management Admission Test. Three letters of recommendation should also be requested by the candidate from former teachers or employers who have had the opportunity to evaluate the student's potential for graduate studies. At the discretion of the program director, an interview with the candidate will be arranged.

EXPENSES

Tuition for graduate courses is $70 per credit. Where a particular course makes use of the computer to a great extent, a laboratory fee will be charged. There are no housing facilities available to graduate students.

FINANCIAL ASSISTANCE

At this time, there is no financial assistance available to graduate students.

PLACEMENT

The services of the College Placement Office are available to all graduate students. Local, regional, and national firms visit the campus to interview those seeking positions. The college maintains what amounts to a lifetime placement service.

CORRESPONDENCE

For further information, please write or call

Director
M.B.A. Program
Providence College
Providence, Rhode Island 02918
Telephone: 401-865-2332

Krannert Graduate School of Management

PURDUE UNIVERSITY

WEST LAFAYETTE, INDIANA

The Krannert Graduate School of Management at Purdue University offers graduate programs dedicated to providing both the practical and theoretical skills necessary for its graduates to assume challenging managerial roles. Since its inception, the school has built upon its special strength—superior management education for students with quantitative and technical backgrounds. By combining the use of case studies, research projects and lectures, the Krannert graduate programs prepare graduates of the highest caliber for the nation's businesses, industries, academic institutions, and government.

PROGRAMS OF STUDY

The Master of Science in Industrial Administration (M.S.I.A.) program is a unique 11-month program which integrates all of the functional areas of management. The program is highly structured, with all students enrolled in essentially identical core course sequences each semester. Consisting of 52 credit hours to be completed over an 11-month period, the M.S.I.A. program imposes a heavy workload which requires a high degree of discipline and commitment on the part of the student. Because of the heavily quantitative and intensive nature of the program, it is particularly attractive to individuals with engineering or science backgrounds.

The Master of Science (M.S.) in management program is a two-year, full-time program, also requiring core courses in the functional areas of management. The elective credit hours comprise an option area and can be structured to include one of several concentrations compatible with the student's background and interests. The option areas include the following specializations: accounting, finance, management information systems, management science-quantitative methods, manpower-administrative sciences, operations management, and strategic management. Students enrolled in the M.S. program are encouraged to participate in the Krannert internship program during the summer between their first and second years. Summer internship opportunities are available with large corporations throughout the country.

The Master of Science in industrial relations curriculum provides professional training for careers in personnel administration and labor relations. Administered by the Krannert Graduate School, this interdisciplinary program is supervised by a committee from Purdue's departments of Psychology, Sociology, Communications, and Management.

The doctoral (Ph.D.) programs offer a unique opportunity to blend professional graduate study in management with rigorous advanced study of research-oriented disciplines. Formal research and teaching relevant to the student's area of specialization are a part of each doctoral program. The Ph.D. programs provide an outstanding educational base for teaching and research in economics, management, and organizational behavior.

ADMISSION

The Krannert School seeks highly qualified applicants for the master's and doctoral programs. Neither an undergraduate degree in management nor previous business-related courses are required for admission to the programs. The admission decision is based on an evaluation of all application materials submitted by the individual. Previous academic records, prior work experiences, recommendations, test scores and evidence of maturity and motivation are among the factors assessed during the admission process. All applicants are required to submit official Graduate Management Admission Test (GMAT) scores. Two-thirds of the master's students have at least one year of full-time work or military experience.

EXPENSES

Costs are stated for the 1980-81 academic year. Tuition and fee assessments are subject to change without notice.

	Indiana Resident	*Out of state*
Tuition and fees	$1,008	$2,600
Room and board, estimated	3,500	3,500
Books and supplies, estimated	450	450
Total	$4,958	$6,550

M.S.I.A. students will incur additional tuition and living expenses for the summer session.

FINANCIAL ASSISTANCE

The Krannert Graduate School is able to award cash fellowships ranging from $500 to $5,000 to outstanding applicants. Several tuition scholarships are also available. A limited number of teaching and research assistantships are awarded to a few qualified M.S. students. Assistantships include partial tuition and fee remission and a monthly stipend. Information about assistantships and fellowships is included on the application for admission. Financial aid applications must be submitted no later than March 1.

Students may be eligible to hold residence hall counselorships. Counselors supervise groups of from 50 to 175 students. These positions provide room and board as well as tuition and fee remission. For further information write Director of Residence Halls, Purdue University.

PLACEMENT

A placement director and the senior faculty work with the students to identify employment opportunities. Nearly 200 firms conduct on-campus interviews of Krannert master's students annually. Seventy-five percent are Fortune 500 Industrials and many of the others are major banks, accounting firms and utilities. Graduates accept positions throughout the U.S. and abroad and consistently receive starting salaries well above the national average.

CORRESPONDENCE

For further information or to request an application for admission, please write or call

Director of Graduate Management Admissions
and Student Affairs
Krannert Graduate School of Management
Purdue University
West Lafayette, Indiana 47907
Telephone: 317-494-4365

PURDUE UNIVERSITY CALUMET

HAMMOND, INDIANA

The Calumet campus section of the Graduate School of Management offers graduate work leading to a Master of Science degree with a major in management. Graduate courses are offered in the evening hours so that the degree can be completed exclusively at night.

The objective of the program is to help students prepare for positions of major responsibility in American industry. The program is designed to help those with undergraduate training in engineering, mathematics, science, humanities, or business. The curriculum provides an opportunity for the student to gain an understanding of and develop some useful managerial skills in each of the major functional areas of industrial management. One of the major purposes of each course is to help students acquire increased managerial competence and breadth in administrative decision making.

PROGRAM OF STUDY

The Master of Science in management program consists of the following:

Core Requirement I	*Hours*
Two courses in differential and integral calculus (This requirement may be satisfied by prior undergraduate work.)	6
Two courses in quantitative methods	6
Core Requirement II	
Managerial Accounting and Financial Management, Marketing, and Production	15
Core Requirement III	
Behavioral Science and Industrial Relations	3
Core Requirement IV	
Economics	3
Core Requirement V	
Business Policy	3
Core Requirement VI	
Legal and Social Environment of Business	3
Elective	9
Total semester hours	48

The following graduate courses are offered by the Graduate School of Management:

513 Economic Theory
522 Public Finance and Taxation
523 State and Local Finance
525 Government and the Economy
530 Money and Finance
534 International Trade Theory
535 Current World Economic Problems
560 Economics of Health
585 U.S. and World Ec. in Recent Times
503 Accounting Problems
504 Tax Accounting
505 Mgmt. Accounting II
506 Auditing
512 Financial Inst. and Markets
516 Investment Management
590A Accounting Theory
553 Labor Law I
583 Small Business Management
600 Financial Control I
601 Financial Control II
611 Financial Management
584 New Enterprises
620 Marketing Management
630 Legal and Social Foundations of Management
631 The Personnel Function
632 Collective Bargaining
636 Government and Industrial Relations
650 Topics in Strategic Management
660 Operations Management
661 Management of Operating Systems
670 Quantitative Methods I
671 Quantitative Methods II

ADMISSION

Candidates are expected to have a bachelor's degree from an accredited college or university, and all must take the Graduate Management Admission Test (GMAT).

In evaluating applications, the school is concerned primarily with an individual's capacity for management responsibility. Demonstration of intellectual capacity is a prime consideration; however, close attention is also given to indications of personal development which may have a bearing on the individual's prospects for career success in industry. The evaluation is based upon a detailed review of the written application, academic transcripts, letters of evaluation from former instructors and others who are qualified to evaluate the applicant's capacity for graduate study, and scores on the Graduate Management Admission Test.

A minimum prerequisite for the degree is a full year of calculus—including at least one semester of differential calculus and one semester of integral calculus. Students not satisfying the calculus prerequisite must complete 48 semester hours of course work. Students satisfying the calculus prerequisite must complete 42 semester hours of course work. There is no foreign language requirement, but basic English proficiency must be shown by credit or test.

EXPENSES

Fees are paid at the time of registration each semester and are subject to change by action of the trustees. Indiana residents pay $37 per graduate credit hour and nonresidents, $74 per graduate credit hour.

CORRESPONDENCE

For further information, write or call

Director, Master of Science in Management
Purdue University Calumet
Hammond, Indiana 46323
Telephone: 219-844-0520, extension 396

QUEENS COLLEGE

CHARLOTTE, NORTH CAROLINA

Queens College is a 123-year-old private college with a tradition and heritage which emphasizes the liberal arts. The college is located in Charlotte, North Carolina, which is the largest city in the Carolinas and is considered one of the South's foremost industrial metropolitan areas. The city is known as the banking capital of the Southeast and serves as the headquarters for many large national and international companies. The Graduate School at Queens was established in the spring of 1979. The Master of Business Administration (M.B.A.), which began in January 1980, is the first graduate degree program to be offered in The Graduate School. The M.B.A. program has over 225 students who are either taking prerequisites for the program or have applied for admission.

The program has been designed to take advantage of the college's urban setting and the resulting ready access to the resources and outstanding leaders of the business and corporate community. Not only does the student enjoy a low student-faculty ratio and receive instruction from full-time resident faculty, but the Queens student also benefits from supplemental input by "Distinguished Executive Lecturers." Distinguished Lecturers are selected prominent and highly successful business leaders and chief executive officers of major national and international corporations. The Distinguished Lecturers participate in courses appropriate to their areas of experience and expertise. The Queens M.B.A. student is offered a unique blend of the theoretical and practical perspectives.

PROGRAM OF STUDY

The Master of Business Administration at Queens College is a strong and distinctive program which prepares men and women for leadership positions in business and industry. The program is geared to equip the graduate with the essentials necessary for dealing with the major management challenges of the 1980's and beyond. There is emphasis not only on basic skills and knowledge of the basic areas of business and management but also on the major role of changing technologies, the effects of increasing governmental regulation of business, and the impact of ethical and environmental considerations upon business policy.

The content of the Queens College M.B.A. program begins with preparatory or prerequisite undergraduate courses. The student should be able to provide evidence of adequate preparation in economics, accounting, statistics, mathematics, computer science, communication skills, and the functional areas of business administration.

The graduate course requirements include a total of 11 3-hour graduate courses (33 hours), 9 courses of which are required with the last 2 being electives. Business Policy and Society is the capstone course which is taken as the last course in the 11-course sequence. This course includes a comprehensive project designed to facilitate a synthesis of material included in the entire M.B.A. course sequence.

The Queens M.B.A. program is structured to ensure standardization of exposure to specific areas, techniques, experience, and information that is pertinent to a successful career in management. Course instruction is a combination of approaches including the case study method, the traditional lecture format, simulations, and seminars.

The program is designed for the active working student. Graduate and prerequisite courses are scheduled in the evening and on Saturdays. If all prerequisites have been fulfilled, a student attending on a part-time basis may complete the degree requirements within two years.

ADMISSION

The purpose of the admissions policy of the M.B.A. program at Queens is to select students who represent outstanding promise for graduate work. Because the student body is the college's most important resource, careful attention is given to each student. Each applicant is considered on the basis of his or her individual achievements and merits.

For admission to the M.B.A. program at Queens, a student should have a baccalaureate degree from an accredited institution, demonstrate a strong academic undergraduate record, show aptitude on the Graduate Management Admission Test (GMAT), and evidence maturity and motivation for pursuing graduate-level work.

The Graduate School at Queens operates on a continuous admissions procedure, announcing admissions decisions as soon as a file is completed and processed by the Graduate School Admissions Committee.

EXPENSES

The following fees were established for The Graduate School for the fiscal year 1980-81:

Tuition, per credit hour	$90
Application fee, nonrefundable	20
Registration fee, nonrefundable	7
Transcript fee, if necessary	2

FINANCIAL ASSISTANCE

The Graduate School at Queens will make every effort to meet the demonstrated need of a student for financial aid. A student must be enrolled on a half-time basis or more in order to be eligible for student financial aid.

PLACEMENT

The Queens Career Center provides various placement and counseling services to Queens graduate students on a fee basis. The Career Center offers individual and group career/life-planning services as well as workshops on topics such as managing your career, how to organize a job search, assertive training, and self-awareness.

CORRESPONDENCE

For additional information concerning the Master of Business Administration program, please write or call

Admissions Office
Queens College
1900 Selwyn Avenue
Charlotte, North Carolina 28274
Attn.: Graduate Admissions
Telephone: 704-332-7121, extension 313

QUEEN'S UNIVERSITY AT KINGSTON

KINGSTON, ONTARIO, CANADA

In 1919, the School of Commerce of Queen's University at Kingston, Canada, was established within the Department of Political Economy. In 1963 the School of Business was formed as a separate entity. The school offers a four-year undergraduate program in commerce leading to the Bachelor of Commerce degree, a two-year graduate program in business administration leading to the Master of Business Administration (M.B.A.) degree, and a Ph.D. program in management. Today there are over 800 undergraduates, 210 postgraduates, and a faculty of 50.

PROGRAMS OF STUDY

The goal of the M.B.A. curriculum is to produce graduates capable of identifying and solving problems within complex organizations. Qualification for the degree normally requires full-time attendance for two academic sessions. Each session is composed of two terms. The fall term runs from September to December and the winter term from January to April.

The curriculum of the first year is designed to enable the student to acquire a solid grasp of the modern tools and techniques available for decision makers as well as a background in the functional areas of organizations. The first term emphasizes the major disciplines of economics, behavioral science, and quantitative methods as foundations for decision making in complex organizations. The functional field courses (managerial accounting, finance, marketing, production, manpower and operations research) are introduced in the second term. These courses fulfill a dual role of grouping the problems that managers are likely to find in organizations and serving as integrating devices for applications of the basic disciplines.

The second year of the program offers a large degree of flexibility and free choice so that the candidate may study more intensively in one or more of the major decision areas of the organization. In addition, during this period the student is required to examine critically the whole organization as an integrated system.

The Ph.D. program in management prepares candidates for careers in education, research, government, and industry. Concentrations are available in the various functional fields of management, as well as in the supporting disciplines of management science, economics, and organizational behavior. Candidates are encouraged to blend advanced study in a functional field with the rigor of the supporting disciplines. Early involvement in research facilitates the preparation of a thesis proposal, and ultimately the defense of the thesis. Faculty advisers help with the development of individual programs of study to suit candidates' interests. For further information please contact the Doctoral Program Committee, School of Business.

ADMISSION

To be considered for admission to the M.B.A. program, a candidate must hold an undergraduate degree in arts, science, or engineering from an accredited university recognized by the Senate of Queen's University. Applicants must provide the Admissions Committee with an official academic transcript of the undergraduate program. All candidates must arrange to take the Graduate Management Admission Test (GMAT). Foreign students are required also to write the Test of English as a Foreign Language (TOEFL) or the ELI Test (Michigan). Letters of reference providing relevant information are desirable.

Applications from residents of Canada and the U.S.A. may be filed up to July 1. Applications from other countries cannot be considered after April 1. The Admissions Committee resumes sittings each January to consider all applications for the next session. Because of the sequential arrangement of the curriculum admission to the Program is restricted to entry in September. Final decisions will normally be announced by the first week of July. Fellowship and scholarship awards are offered as early as possible.

EXPENSES

M.B.A. program for 1980-81

Tuition fee (full-time)	$ 845.00*
Nonacademic fees	105.78
Total sessional fee (term installments permitted)	950.78
Part-time students, per term course (plus $10.00 registration fee per term)	84.50
Foreign students on student visa, per term course (plus $10.00 registration fee per term)	165.00
Single room, in residence (8 months)	1,282.24
Coeducational residence (sessional)	1,077.00
One-bedroom apartment, in residence (12-month lease), per month	222.00
Books and supplies, per term	300.00

*Tuition fee for foreign student on student visa is $825 per term or $1,650 for the session.

Sessional fees are subject to change each year without notice. All full-time students must have insurance to cover medical and hospital costs. The Student Health Service offers all normal services including a daily clinic.

FINANCIAL ASSISTANCE

The School of Business offers assistance in the form of fellowships and scholarships. These awards are offered in open academic competition. Awards are based primarily on demonstrated intellectual capability, breadth of interests, and aptitude for graduate study in business. Details of each award are provided in the yearly calendars. Teaching assistantships are not offered to candidates on admission. A large number of market and research assistantships are offered to registered students each term.

PLACEMENT

The university provides a full-time Career Planning and Placement Service. Several employers visit the campus to conduct individual interviews. The school provides counseling and personal assistance to students.

CORRESPONDENCE

For further information, please write or call

Graduate Admissions Officer
School of Business
Queen's University at Kingston
Kingston, Ontario, Canada
Code K7L 3N6
Telephone: 613-547-3234

QUINNIPIAC COLLEGE

HAMDEN, CONNECTICUT

Quinnipiac College is a private, nondenominational, coeducational institution of higher learning. Founded in 1929 as the "Connecticut College of Commerce," it was renamed Quinnipiac College in 1951. The college was located in 1960 on its present 126-acre wooded campus comprising 21 buildings in a quiet suburban area 10 miles from the city of New Haven at the foot of the Sleeping Giant State Park. Quinnipiac College is accredited by the Board of Higher Education of the State of Connecticut, the New England Association of Schools and Colleges, and the State Bar Examining Committee. The college holds numerous memberships in professional national accreditation agencies, such as the Connecticut Council on Higher Education, the American Assembly of Collegiate Schools of Business, the Association of University Programs in Health Administration, and several others. Current enrollment counts over 2,317 full-time, 1,484 part-time (evening), and approximately 1,464 summer students. The calendar offers fall and spring semesters and two summer sessions.

PROGRAMS OF STUDY

The programs of Quinnipiac College fall within four major academic areas: the School of Liberal Arts, the School of Business, the School of Allied Health and Natural Sciences, and the Division of Continuing Education. Undergraduate programs lead to the Associate in Arts or in Science degrees and the Bachelor of Arts or Science degree. The first graduate program leading to the Master of Health Science degree was licensed in 1973, and the program of Graduate Studies in the School of Business, leading to the Master's in Professional Studies degree, was licensed in 1978. Currently, 121 students are enrolled in the Master's in Professional Studies program. The Master's in Professional Studies is a special evening program offering the specific combination of knowledge, skills, and application needed for advancing to top management positions in four expanding career fields: accounting and taxation, information systems (computer sciences), international business, and health services administration.

The program recognizes a substantial current trend toward greater professionalization in middle and upper management of our social, business, and government organizations. The program is designed primarily, but not exclusively, for staff and line managers already experienced in a chosen field who want to upgrade their functional skills as well as their professional standing in the ranks of management. The program stresses the integration of the various managerial disciplines and underscores the importance of self-guided learning in developing effective professional behavior.

In addition to these goals of general education and occupational outcomes, the program entertains strong objectives toward individual development. Those seeking a Master's in Professional Studies degree come from a wide variety of backgrounds: business, nonprofit agencies, government, engineering, biology, nursing, education, and health care administration. Extensive counseling by all academic departments involved in the four concentrations as well as from the Office of Graduate Studies is available to assist students in the selection of learning opportunities appropriate to their needs. The Quinnipiac Library with over 100,000 volumes and a fully equipped audiovisual department, a Center for Management Education, and two modern computer centers are among the resources available to all students. The graduate faculty of 24 full-time professors is complemented by highly experienced and renowned resource personnel from local business, universities, hospitals, and the courts.

The advanced degree of Master's in Professional Studies will be awarded by the School of Business to those who have successfully completed 33 (in some cases 36) credit hours. The last 24 hours must be taken at Quinnipiac College. The spring semester of the third year is reserved exclusively for a thesis or field-research project, or in some cases, the beginning of a two-semester internship. The internship is required of those in the health services administration concentration who had no prior experience in the administrative phases of health care delivery.

ADMISSION

Advanced studies in the School of Business are available to anyone with a bachelor's degree from any educational institution accredited similarly to Quinnipiac College. The Graduate Management Admission Test (GMAT) is required for admission. Students enrolled under provisional admission privileges will not be allowed to continue into the second year without completion of the appropriate tests. Foreign students, otherwise qualified for admission, must also take the Test of English as a Foreign Language (TOEFL). Standards and scope of undergraduate performance and preparation vary with the individual concentrations.

EXPENSES

Tuition is $85 per credit hour or $255 per graduate course. The application fee is $15; transfer fees are $5.

FINANCIAL ASSISTANCE

Financial assistance for graduate studies is at present limited to the general availability of student loans.

PLACEMENT

Professionally staffed placement and counseling centers are available to all students and alumni.

CORRESPONDENCE

Inquiries concerning the graduate studies program in the School of Business should be addressed to

Vincent R. Driscoll, Ph.D.
Director, Graduate Studies School of Business
Quinnipiac College
Hamden, Connecticut 06518
Telephone: 203-288-5251, extension 259

REGIS COLLEGE

DENVER, COLORADO

Regis College is a private, coeducational institution founded in 1877. It is operated under the sponsorship of the Society of Jesus (Jesuit), a religious order of the Catholic Church. The college is accredited by the North Central Association of Colleges and Secondary Schools and holds memberships in the Association of Jesuit Colleges and Universities, the Association of American Colleges, the American Council on Education, and several other academic associations.

Regis College is located in Denver, the financial, industrial, professional, and cultural center of the vast Rocky Mountain region. The "Mile-High City" is served by a network of air, highway, and rail routes that make it easily accessible from any part of the nation.

PROGRAM OF STUDY

Regis began offering courses leading to the Master of Business Administration (M.B.A.) degree in September 1979. Given extensive input from the Denver business community, the Regis M.B.A. program is designed for students who have indicators of high achievement, focused ambition, and potential for professional vision and advancement. The program focuses on accounting and finance, with business values and ethics at its core. These qualities constitute a unique program in the Denver area. By constant involvement with the Denver business community, particularly through the M.B.A. Advisory Council, a group of prominent business executives, the Regis program will ever be renewed and always serving the contemporary needs of those seeking advancement in business through education.

The curriculum consists of 30 semester hours of course work. Seven courses constitute the core, with three electives required to complete the degree. The core courses are: Financial Accounting Concepts, Case Studies in Financial Management, Case Studies in Management Accounting, Human Resources Management, The Legal Environment of Business, Management Information Systems, and Ethics and Business Policy. Elective courses are designed to accommodate the individual needs and interests of the students. A maximum of six semester hours of appropriate graduate-level course work may be transferred to Regis with approval of the M.B.A. Director.

The following graduate fundamentals courses are required of those students who have not previously completed studies in the respective areas: Financial Accounting, Management Accounting, Economics, Business Finance, Business Statistics, and Marketing.

The Regis M.B.A. program is designed to accommodate the working adult with evening classes throughout the calendar year. The time needed to complete the degree depends on the student's previous education and the pace at which courses are taken. A full-time student is one who takes two courses each semester during the regular academic year and one course during the summer. There are two seven-week summer sessions.

The Regis M.B.A. faculty is comprised of full-time college professors as well as specially recruited professionals from the Denver business and financial community. Those who teach in the program are selected on the basis of their academic background, significant teaching competence, and practical expertise in either profit-oriented or not-for-profit organizations.

ADMISSION

To be admitted to the program, an applicant must (1) have a bachelor's degree from an accredited institution in any field of study; (2) submit official transcript(s) from all colleges or universities previously attended; (3) provide three letters of recommendation, one of which must be from the present employer or supervisor, appraising the applicant's ability to pursue graduate studies successfully and to advance careerwise; (4) submit scores on the Graduate Management Admission Test; and (5) have a personal interview with the M.B.A. Director. The admission decision is not based on any one of the above in isolation. Rather, it is made as a result of the review of each applicant's overall profile. Students may enter the program at the beginning of any academic term during the year.

EXPENSES

There is a one-time, nonrefundable application fee of $100 which includes the evaluation of all application materials and the interview with the M.B.A. Director to complete the applicant's acceptance into the program and to plan course selection in light of career goals. Tuition is approximately $150 per semester hour. The cost of books and supplies averages $30 per course.

FINANCIAL ASSISTANCE

At the present time Regis does not have a financial assistance program for M.B.A. students. The Regis M.B.A. program has been approved for VA benefits.

CORRESPONDENCE

For additional information on the M.B.A. program at Regis, please write or call

M.B.A. Director
Regis College
West 50th and Lowell Boulvevard
Denver, Colorado 80221
Telephone: 303-458-4080

RENSSELAER POLYTECHNIC INSTITUTE

TROY, NEW YORK

Rensselaer Polytechnic Institute, founded in 1824, is a private, nonsectarian, coeducational institution of higher learning in Troy, New York. It embraces the Schools of Architecture, Engineering, Humanities, and Social Sciences, Management, Science, and a Graduate School. Approximately 4,100 undergraduates and 1,800 graduate students are currently enrolled. These students and 350 faculty members form a cosmopolitan academic community representing all 50 states and 65 foreign countries. Rensselaer welcomes students of any race, color, and national or ethnic origin.

Rensselaer's main campus covers 260 acres overlooking the city of Troy and the Hudson River Valley. It is located in New York state's Capital District, a tricity region comprising Albany, Troy, and Schenectady, 150 miles north of New York City and 180 miles west of Boston.

Rensselaer's School of Management was established in 1963 to serve the technologically oriented individual who intends to pursue a career in management. Approximately 50 percent of the graduate students have had significant professional work experience.

PROGRAMS OF STUDY

The program leading to the Master of Business Administration is designed to prepare men and women for professional careers in management in industrial, commercial, and public organizations. The content of the profession and practice of management consist of a common core of knowledge and skills that underlies all the areas of management. The program goal is to provide broad competence in management with opportunity for students to pursue advanced work in areas of special interest.

The program comprises 45 credit hours of course work which are normally completed within one calendar year. Students who have had prior course work or professional experience that is substantially equivalent to the content of any of the required courses may request a waiver of up to 15 credit hours from the Admissions Committee.

The curriculum consists of required courses in economics, accounting, organizational behavior, management and society, statistics, operations research, finance, marketing, operating systems, personnel and labor relations, and general administration plus electives. The program is quantitatively oriented, and the computer is employed in appropriate courses.

The management Ph.D. program requires 90 credit hours of work in academic courses, research, and thesis beyond the bachelor's degree. It provides an opportunity for students to pursue work in management sciences and to perform research in a wide variety of subject areas. In addition, it increases the depth of the student's knowledge, appreciation, and understanding of basic managerial problems and appropriate techniques for solving them. Programs of study for the doctorate are individually designed for each student by his Advisory Committee on the basis of achieving a sound educational experience, the student's interests, and previous training.

Interdisciplinary graduate programs can be arranged in cooperation with other Rensselaer departments and other colleges and universities in the area. A cooperative master's program with the School of Engineering in management engineering is available. In addition, the school joins in Rensselaer's interdisciplinary master's and doctoral programs in operations research and statistics, and urban and environmental studies.

ADMISSION

Applications for admission may be obtained from the Director of Graduate Admissions. The applicant is responsible for sending to the director the official transcripts which cover all prior academic work at the undergraduate and graduate levels and two letters of recommendation from professors under whom he or she has studied, or from employment supervisors. Scores on the Graduate Management Admission Test are required.

EXPENSES

The following are estimates of expenses, per semester, for graduate students at Rensselaer:

Nonrefundable application fee	$ 20
Tuition, per credit hour	195
Activity fee	50
Health fee	50
Books and supplies	175
Room	

Single student: $952-$1,578 per academic year
Married student: $178-$287 per month
Board-contract meals: $1,066-$1,324 for academic year

FINANCIAL ASSISTANCE

Financial aid is available in the form of fellowships and scholarships. Teaching and research assistantships are granted to qualified persons. Loans for tuition (living expenses also are sometimes authorized) are granted to United States citizens without security or endorsement; repayment begins upon completion of study. New York State has a Tuition Assistance Plan for state residents.

Students who wish to apply for financial assistance should submit an application for financial aid no later than March 1 for grants to be awarded for the next academic year.

PLACEMENT

The institute provides a central placement service for students, alumni, and employers. Campus visits by prospective employers number over 650 each year.

CORRESPONDENCE

For further information on the graduate programs in management at Rensselaer, please write to

Office of Graduate Admission
Student Affairs Center
Rensselaer Polytechnic Institute
Troy, New York 12181

RICE UNIVERSITY

HOUSTON, TEXAS

Located in Houston, Texas, the fourth largest and fastest growing major city in the United States, Rice University occupies a beautiful, tree-covered, 300-acre campus a few miles from downtown, opposite the Texas Medical Center. Since its beginning in 1912 Rice University has earned a well-deserved reputation for academic excellence. The university now has an enrollment of 3,500 students.

The Jones Graduate School admitted its first students in 1975 and has grown steadily, receiving the active support of the business and civic leaders of the Houston community. Including recognized authorities in accounting, economics, finance, and international and public management, the Jones Graduate School upholds the long Rice tradition of distinguished teaching with an interdisciplinary faculty of 30.

PROGRAMS OF STUDY

The Jones Graduate School offers two professional degrees: the Master of Business and Public Management (M.B.P.M.) and the Master of Accounting (M.Acco.). There is a common curriculum in the first year for both degree programs. The M.B.P.M. curriculum is unique and innovative in concept. The program prepares students to advance to positions as senior executive officers. Merging the traditional concerns of business administration with those of public administration and policy analysis, the core curriculum provides students with cross-training in both private and public management. The highly integrated curriculum involves an intensive program of study. First-year course work balances methods and theoretical perspectives, integrating case materials, while second-year courses emphasize case method seminars and specialized preparation in an area of concentration. Jones Graduate School students take year-long courses in law, quantitative methods, economics, managerial accounting and finance, plus course work in organizational behavior. In the second year each student participates in seminars in management strategy and policy and in public policy formulation. Concentrations are available in entrepreneurship, finance, international management, information systems, managerial accounting, marketing, and public management. Through special arrangements with other Rice graduate departments, additional concentrations are available in operations research and organizational behavior. The program provides for several electives.

The Master of Accounting program prepares students for professional careers in public accounting and to assume eventually senior-level financial and managerial positions in corporations and government. At the Jones Graduate School accounting is not conceived as a narrow specialization but as a critical managerial function deserving special attention and preparation. Accounting is taught in the context of the planning and control of organizations, and much of the first-year curriculum overlaps that of the M.B.P.M. program. The two-year M.Acco. degree program is structured around course work in six required core areas: financial accounting, managerial accounting, information systems, economics and finance, quantitative methods, and accounting theory. Concentrations are available in the areas of auditing, finance, managerial accounting and information systems, and taxation. In both degree programs, elective courses can be taken outside of the Jones Graduate School in other Rice graduate departments.

ADMISSION

Candidates are offered admission in the spring for entrance in the fall semester. The course of study is full time. No evening or summer course work is normally offered. High standards are set for admission, and the entering class each year numbers no more than 100 students to insure small class size, a personalized environment, and high-quality instruction. Applicants with exceptional academic credentials are desired. Primary consideration is given to candidates with a strong undergraduate record, high motivation, maturity, work experience, and an aptitude for graduate management education. Applicants must submit transcripts of all undergraduate and graduate work, results of the Graduate Management Admission Test (GMAT), and three recommendations. The application deadline is April 15; for those seeking financial assistance, applications should be received by March 1. There is no application fee.

No specific undergraduate major or area of concentration is desired or preferred and there are no prerequisite courses necessary for admission.

EXPENSES

Tuition for the academic year 1981-82 is $3,200; in addition, a student should budget $3,500-$4,000 a year for room and board, books, transportation, and other personal expenses. There are fees for health service and student association membership. Tuition and fees are subject to change without notice.

FINANCIAL ASSISTANCE

Financial aid is available in the form of scholarships, loans, and work-study. Tuition scholarships, full or partial, are awarded on the basis of academic merit. All other forms of financial assistance are awarded on the basis of demonstrated financial need and the availability of funds. The deadline for applying for financial assistance is March 1.

PLACEMENT

Because its graduates are highly sought after, the Jones Graduate School has been extremely successful in its placement activities. The Rice University placement service hosts interviews by a large number of major corporations, private firms, and government agencies. The thriving Houston business community actively pursues the Rice graduate.

CORRESPONDENCE

For further information or to request an application for admission, please write or call

Jesse H. Jones Graduate School of Administration
(Admissions)
Rice University
P.O. Box 1892
Houston, Texas 77001
Telephone: 713-527-4869 or 527-4893

RIDER COLLEGE

LAWRENCEVILLE, NEW JERSEY

Rider College is a private, coeducational, nonsectarian institution of higher learning which was founded in 1865 as the Trenton Business College. It is now located on a new 333-acre suburban campus on Route 206 between Trenton and Princeton. Rider's well-balanced academic program is offered through four schools: the School of Business Administration, the School of Education, the School of Liberal Arts and Science, and the Evening School.

Rider College has granted degrees in accounting and commerce since 1922. The School of Business Administration was established in 1962 and has an enrollment of approximately 2,000 full-time undergraduates. The graduate program leading to the degree of Master of Business Administration (M.B.A.) was started in 1967 and currently enrolls over 400 part-time students. This graduate program offers only evening courses which have been designed primarily to meet the needs of part-time students. However, a student may pursue graduate studies on a full-time basis by attending classes three or four evenings a week.

PROGRAM OF STUDY

The basic purpose of Rider's M.B.A. program is to prepare individuals for responsible managerial positions in an increasingly complex and demanding economic society. Therefore, this program emphasizes the development of managerial generalists rather than specialists in any one field of business administration. This is achieved (1) by an emphasis on the ability to communicate effectively; (2) by requiring an adequate knowledge of such basic tool subjects as mathematics, statistics, and business-research methods; (3) by requiring the study of the major functional areas of business administration and by providing some opportunity to concentrate in one of these areas; (4) by emphasizing the development of a problem-solving and decision-making capacity; and (5) by fostering an understanding of the social responsibilities of business as well as development of a social conscience.

Ordinarily, students admitted to this M.B.A. program must complete a total of 54 semester hours of graduate course work with an average grade of B or better. The specific courses required are listed below.

Foundation courses (30 semester hours)

Fundamentals of Accounting, Economic Analysis, Mathematics for Business Decisions, Foundations of Statistical Analysis, Information Systems, Financial Management, Marketing Management, Organizational Behavior, Business and Its Environment, and Production and Operations Management.

Core courses (18 semester hours)

Managerial Accounting, Managerial Economics, Problems in Finance, Problems in Marketing, Administrative Policy and Decision Making and Advanced Organizational Theory or Personnel: A Behavioral Approach.

Electives (6 to 12 semester hours)

Operations Research, Analysis of Business Conditions and Forecasting, Securities Analysis, International Business Economics, Labor Relations and Collective Bargaining, Advanced Statistics, Consumer Behavior and Financial Market Operations.

One or more of the foundation courses may be waived at the discretion of the department responsible for the course. For every course that is waived, the 54-semester-hour graduation requirements will be reduced by 3 semester hours, but in no event will a student be graduated with less than 30 semester hours.

In order to receive a course waiver, a student must demonstrate that he or she is proficient with respect to the subject matter involved. Such proficiency may be demonstrated by appropriate graduate and undergraduate courses taken during the preceding six years or by successfully passing a proficiency examination.

ADMISSION

No decision is made with respect to an application for admission to the graduate program of the School of Business Administration until all required credentials have been submitted. These must include a completed application form, a $15 application fee, official notification by Educational Testing Service as to the score achieved on the Graduate Management Admission Test (GMAT), and an official transcript from every institution of higher learning attended. In order to be admitted to this program, an applicant must show evidence that he or she has earned a bachelor's degree from an accredited institution of higher learning and has the potential of performing satisfactorily at the graduate level. The primary criteria used by the Admissions Committee in making such a judgment are the undergraduate grade-point average and the score achieved on the Graduate Management Admission Test.

The deadline for the submission of all required credentials by an application for admission is

For the fall semester	August 1
For the spring semester	December 15
For the summer session	May 1

EXPENSES

Tuition for graduate courses in business administration is $350 per course.

PLACEMENT

Rider College maintains an active Placement Bureau to aid graduate students seeking positions in business and industry.

CORRESPONDENCE

For further information on the M.B.A. program offered at Rider College, please write or call

Associate Dean
School of Business Administration
Rider College
Lawrenceville, New Jersey 08648
Telephone: 609-896-5127

RIVIER COLLEGE

NASHUA, NEW HAMPSHIRE

Rivier College is a fully accredited liberal arts college located on a 44-acre campus some 35 miles northwest of Boston. All seven graduate programs are coeducational; undergraduate full-time programs are for women; undergraduate part-time programs are coeducational. The college offers over 20 areas of study on the undergraduate level. The graduate division, in addition to the Master of Business Administration (M.B.A.) program, offers master's degrees in biology, education, religious education, English, French, and social science. Founded in 1933 by the Sisters of the Presentation of Mary, Rivier is the only four-year and graduate institution in the greater Nashua area. The enrollment for the past 2 years has topped the 1,700 mark, and the college carefully guards its policies of nondiscrimination.

PROGRAM OF STUDY

The master's program in business administration at Rivier College is geared for men and women who wish to get an M.B.A. degree on a part-time basis. Courses are conveniently scheduled for late afternoons, evenings, and Saturday mornings for students who work full time. The program is designed for both the undergraduate major in business and applicants with a good academic record in an undergraduate discipline other than business. The applicant's entire educational background, relevant experience, and professional aims are considered in the admissions process. Because previous work in mathematics, economics, management, and the behavioral sciences are of particular relevance to graduate study in business administration, the M.B.A. program is designed in such a way that the nonbusiness undergraduate major can fulfill these undergraduate prerequisites at the graduate level.

The courses of study offered in the Rivier M.B.A. program emphasize management among the various functional areas of the business world. As with other disciplines, experience has shown that early specialization tends to limit career potential. The program offers the student thorough training and basic instruction in the related areas of finance, marketing, and analysis. Through election options the student gains exposure to, or explores, one of these functional areas in greater depth.

Overall, the program is aimed at broad training rather than intensive specialization. It consists of 36 to 45 semester hours, of which a maximum of 9 semester hours may be in foundation courses. The latter permit the nonbusiness undergraduate major to fulfill undergraduate prerequisites at the graduate level. The areas included in the foundation courses are economics, accounting, and management. The graduate courses integrate operational, analytical, and professional disciplines with a view to developing the sort of understanding, appreciation, and workable knowledge required of the business executive.

The length of time needed to complete the requirements for an M.B.A. depends on the student's academic background and on the number of courses taken each year. The maximum course load for the graduate student employed full time is two courses each in the fall and spring semesters and one or two courses in the summer session. This schedule will permit the student to complete degree requirements in two and one-half to three years of part-time study. There are 33 to 37 course offerings in the fall and spring semesters and 10 to 14 courses in the summer session. The maximum time allotted for a student to complete his or her degree requirements under normal conditions is six years.

ADMISSION

Basic requirements for admission include the following: 1) the applicant must file a completed application form (to be admitted a student must have received a bachelor's degree from an accredited institution); 2) the applicant must supply official transcripts of all college and university study, both undergraduate and graduate; 3) in addition to fulfilling the academic requirements, the applicant for admission to the M.B.A. program must take the Graduate Management Admission Test (GMAT); 4) a personal interview with the prospective student may be required when deemed necessary by the chairman of the department.

EXPENSES

Expenses are as follows:

Application fee	$15
Tuition, per semester hour of credit	90
Scheduled registration fee, per semester	10
Graduation fee	30

CORRESPONDENCE

For further information on the M.B.A. program at Rivier College, write

Chairman
Master's Program in Business Administration
Rivier College
Nashua, New Hampshire 03060

ROBERT MORRIS COLLEGE

CORAOPOLIS, PENNSYLVANIA

Founded in 1921, Robert Morris College is an independent, nonprofit, coeducational institution specializing in business administration programs. The main college campus is located 1 mile from the Greater Pittsburgh International Airport and 15 miles west of the city of Pittsburgh. The college also owns and operates the Pittsburgh Center, an eight-story educational facility in downtown Pittsburgh. In September 1978, 4,287 students were studying at the 2 locations of the college. Of that total, 2,486 were attending daytime classes and 1,801 were studying in evening hours. The enrollment at the start of the 1978-79 academic year was 3,236 full-time equivalent students. Females comprised 49.8 percent of all students.

PROGRAMS OF STUDY

The M.S. degree program is designed to meet the needs of employed adults and is directed at these types of professionals:

- those who are in business enterprises in a variety of job titles whose advancement and personal satisfaction depend considerably upon the development of competencies in administration for business, government, and industry not acquired in an undergraduate education;
- those who are engaged in teaching business concepts and studies to others in a variety of public, private and corporate educational institutions whose knowledge, instructional, and communications skills to a large extent determine the success with which learning takes place;
- those who are engaged in service to individual, organizational, and business clients needing direction, advice, and assistance in complying with complex tax regulations and laws at local, state, federal, and international levels.

Curricula, therefore, are available in business administration, business education, and taxation. Courses are offered in late afternoons and evenings in six- and nine-week terms. A student may complete the program in two years of part-time study. Other features of the program include the assignment of a faculty advisor to each graduate student and a continuing emphasis on describing the desired outcomes in terms of competencies expected of the graduate. A thesis is not required.

The program in business administration can accommodate individuals with diverse baccalaureate degrees. The core I portion consists of basic courses which are prerequisites to the advanced courses comprising core II. The foundational courses in core I represent the "common body of knowledge" typically associated with baccalaureate degree programs in business administration. Students with appropriate undergraduate preparation may have core I courses waived. All students complete core II courses. Program objectives are designed to provide the individual with

- broad decision-making skills in complex organizations;
- competencies in using basic management tools, communicating effectively, applying quantitative methods, and improving information systems;
- an understanding of the legal, social, and economic environment within which organizations function;
- competence in dealing with typical business functional disciplines including accounting, finance, management, and marketing.

The program format in business education features student design of a personal curriculum in consultation with a faculty advisor. The student must choose at least two courses from each of three clusters identified as (1) the learning environment, (2) improvement of instruction, and (3) development for business and education. Nearly half of the student's program consists of electives taken from business education and business administration offerings. Such flexibility is an intentional feature of this program.

The program in taxation is almost evenly divided between foundational and specialized applications of tax law. All students complete an eight-course sequence in foundations of taxation. They complete the program by electing courses from seven specialized tax areas. This flexibility permits the student to build upon previous educational and employment experience and to tailor the program of professional development to its maximum.

ADMISSION

All applicants should possess a baccalaureate degree from an accredited college or university and should submit a completed application form, an official undergraduate transcript, an acceptable score on the Graduate Management Admission Test, and a nonrefundable application fee of $25.

EXPENSES

Tuition, per credit hour	$100
Application fee	25

FINANCIAL ASSISTANCE

Students interested in obtaining information concerning student aid, loans, and veterans' benefits should contact the Financial Aid Office, Robert Morris College.

PLACEMENT

Robert Morris College has an active placement bureau. All services of the placement bureau are available to M.S. candidates and alumni.

CORRESPONDENCE

For further information write or call
Graduate Admissions Office
Robert Morris College
Narrows Run Road
Coraopolis, Pennsylvania 15108
Telephone: 412-264-9300, extension 204
412-227-6800, extension 204

ROCHESTER INSTITUTE OF TECHNOLOGY

ROCHESTER, NEW YORK

Rochester Institute of Technology (RIT) is a privately endowed, coeducational, nonsectarian school. Established in 1829. the institute is one of the pioneers in the cooperative work-study plan which provides students with alternate periods of classroom study and work experience related to this academic program. The institute's graduates are in high demand due to this unique program.

The College of Business maintains membership in the Middle Atlantic Association of Colleges of Business Administration and the American Assembly of Collegiate Schools of Business. Located on RIT's new 1,300-acre campus on the edge of Rochester, the College of Business is the largest of the institute's ten colleges. The Rochester community provides ample opportunity for a rewarding living-learning experience. Also serving the College of Business is the Wallace Memorial Library, one of the finest specialized libraries of its kind in the country. The computation lab of the College of Business, with time-sharing computer facilities, is an integral part of graduate management education.

PROGRAMS OF STUDY

The College of Business offers three graduate programs: the Master of Business Administration (M.B.A.), the Master of Science in accountancy, and the Master of Science in human services management. RIT's master's programs provide a balanced education in sophisticated analytical techniques and the behavioral aspects of managerial roles. The faculty arranges courses and experiences that offer the requisite knowledge necessary for a leadership role in business and nonprofit organizations.

The M.B.A. program allows two possible routes to the degree. Students with previous academic work permitting maximum course waivers will find that four to five quarters of full-time study will allow them to complete degree requirements. After a thorough grounding in foundations, the student pursues a course in each of the functional areas. Simultaneously with functional courses, a major area may be followed by concentrating in a sequence of option area courses. Alternatively, the general business option may be used to focus on a specific professional objective through the use of appropriate free electives.

Overall, the program requires 72 quarter-credit hours (up to 24 hours may be waived given the appropriate background) and provides for 24 hours of electives within which a student may develop a particular concentration.

The Master of Business Administration with accounting option allows the student to earn an M.B.A. degree and at the same time prepare himself for the New York State C.P.A. examination. This dual objective is accomplished by the student concentrating his electives in accounting.

The Master of Science in accountancy is primarily designed for students with 28 to 32 quarter-credit hours of accounting in their baccalaureate degree program. The program consists of 48 quarter-credit hours and may be completed in one year of full-time study. Both the M.S. and the M.B.A. with accounting options are registered with the State Education Department of New York, which means graduates meet requirements for candidacy for the New York State C.P.A. examinations. Graduates may sit for the examination (all parts except auditing) immediately upon successful completion of their master's degree. These programs also provide appropriate education for the Certified Management Accountant examination.

The M.S. in human services management prepares students to assume managerial responsibilities in not-for-profit organizations whether in the public or private sector. The curriculum provides a management core followed by interdisciplinary courses including interventive, interpersonal, and communication skills unique to the management of service delivery in a human service setting. Electives may be taken in management, social work, criminal justice, and other related areas. The program requires 72 quarter credit hours.

Full-time students desiring work experience while in a master's program may include a management internship. RIT offers no guarantee to provide internships but does work with students to obtain positions.

All graduate programs are available on a full-time and part-time basis with courses offered in afternoons, evenings, and Saturdays. Course requirements are the same for full- and part-time students.

ADMISSION

Full admission will be granted to graduates of accredited baccalaureate degree programs who, in the opinion of the Graduate Admissions Committee of the College of Business, have demonstrated potential to complete successfully graduate management studies through their achievements in the undergraduate program and through the results of the Graduate Management Admission Test or, in the human services management program, either the Graduate Management Admission Test or the Graduate Record Examinations.

EXPENSES

Tuition for full-time graduate students (12 or more credit hours) is $1,235 per quarter. Part-time tuition is $105 per quarter-credit hour. Married student apartments and townhouses are available on campus.

FINANCIAL ASSISTANCE

Scholarships and assistantships are available to deserving graduate students.

PLACEMENT

The institute provides a central placement office visited annually by representatives from approximately 200 companies from all parts of the country. In addition, the placement office works closely with members of the graduating class and maintains an interest in alumni.

CORRESPONDENCE

For further information, write to

Assistant Dean
Graduate Business Programs
Rochester Institute of Technology
One Lomb Memorial Drive
Rochester, New York 14623
Telephone: 716-475-2256

ROCKHURST COLLEGE

KANSAS CITY, MISSOURI

Rockhurst, Kansas City's Jesuit College, received its corporate charter in 1910. It is the largest private college in a surrounding four-state area and presently enrolls over 700 Master of Business Administration (M.B.A.) students in addition to more than 3,300 day and evening undergraduate students. Rockhurst is one of the 28 Jesuit colleges and universities in the United States and the 44 international centers of education. The Jesuits have been noted for an educational system of excellence and a tradition that started over 400 years ago.

The program has been designed for men or women who want to complete an M.B.A. while continuing their careers. All courses are offered one night per week or on a Saturday morning schedule.

PROGRAM OF STUDY

The curriculum and the philosophy of the Rockhurst M.B.A. program is clearly pragmatic in approach and designed to develop professionals with broad-based fundamental capabilities. Extensive use of live business cases from the Kansas City area and region provides hands-on decision-making opportunities for M.B.A. students. In addition to the regular M.B.A. track, a two-year weekend option—the Rockhurst Executive Fellows—provides a M.B.A. curriculum specifically tailored to the needs of experienced, senior, midcareer managers and executives.

The degree, Master of Business Administration, is awarded upon completion of a graduate program that enables successful candidates to demonstrate knowledge of the various functions of business organizations and synthesizes that knowledge into the practice of management. Students are expected to achieve an understanding of the function of the executive and to develop a high degree of professional competence in transferring knowledge to practical work situations.

To achieve these objectives the Rockhurst M.B.A. student completes a 36-hour program. In this program, 9 required courses of 3 hours each form a broad core curriculum encompassing the major facets of business administration. Specifically, the core includes business communications (should be taken early as it is a tool course for other M.B.A. courses), managerial economics, marketing policy, corporate social responsibility, managerial accounting, operations management, administrative processes of management, financial policy, and business policy.

In addition to the core requirements, each candidate is expected to develop an area of specialization by concentrating at least nine hours in a specific field of study. Presently a candidate may elect a concentration from the following areas: accounting, finance, marketing, general management, human resources management, and systems analysis.

Recognizing that all men and women who desire an M.B.A. degree do not possess the undergraduate business background required for the above program, Rockhurst College has designed seven two-hour accelerated graduate-level courses to provide the necessary foundation to proceed with the three-hour core and elective courses. These courses include economic concepts, accounting principles, fundamentals of marketing, fundamentals of management, applied statistics, fundamentals of finance, and introduction to computer science.

In accordance with the more usual practice today, there is no modern language required for graduation, and there is no master's thesis requirement. The Business Policy course, BA 391, is used instead to tie all the courses and material together and uses live cases extensively.

Transfer credit may be allowed for certain graduate courses taken in other accredited graduate business programs. The director of the M.B.A. program will determine the transferability of credits at the time of admission.

ADMISSION

Admission will be open to all qualified men and women who hold a bachelor's degree in any field of study. Acceptance for admission will normally be based on (a) undergraduate grade-point average, (b) professional development and/or business experience, and (c) the Graduate Management Admission Test (GMAT). The goal of Rockhurst College's admission policy is the selection of those candidates who indicate the greatest potential for academic achievement. Students may enter the program in the fall, spring, or summer terms. The program can be completed on a part-time basis in two to four years.

EXPENSES

Tuition for courses is based on a semester-hour cost of $100 per hour. There is a one-time, nonrefundable application fee of $15.

FINANCIAL ASSISTANCE

Student loans may be available. Also, most of the major Kansas City employers provide tuition assistance to their employees.

PLACEMENT

Rockhurst College's Career Center assists students with career planning. The Career Center also coordinates interviews with the large business and governmental agencies.

CORRESPONDENCE

For further information, write or call

Director
Graduate Business Division
Rockhurst College
5225 Troost Avenue
Kansas City, Missouri 64110
Telephone: 816-926-4090

ROLLINS COLLEGE

WINTER PARK, FLORIDA

The Roy E. Crummer School of Finance and Business Administration is a separate, yet integral, part of Rollins College which is noted for its high-quality liberal arts programs. The Crummer School offers the Master of Business Administration (M.B.A.) degree specifically designed for the student who has not studied management or business on the undergraduate level. Those students who have done undergraduate work in management, however, may be able to enter the program with advanced standing.

PROGRAM OF STUDY

The Roy E. Crummer School of Business is one of few collegiate schools of business to devote its efforts solely to graduate education. The faculty and administration believe that the best education for management consists of a broad-based undergraduate program in the arts or sciences coupled with a full two-year M.B.A. program. It is on the undergraduate level that students should learn the fundamentals which give them the abilities to communicate and make ethical judgments, and it is the graduate level at which they should learn the skills that are necessary to make decisions concerning the management of an organization.

The Crummer School requires the student to do more than memorize technical material. In each of the functional areas of management (accounting, economics, finance, marketing, and quantitative methods) it is expected that the student will be able to use the knowledge for decision making and problem solving. In basic courses that introduce the subjects, the textbook is meant to be a resource that should be used as an encyclopedia. Thus, the learning of textual material is not the goal of the course; it is only an intermediate step. The goal is to apply that portion of the material which is appropriate for the particular problem being solved. It is important to note that the school is not trying to substitute practicality for academic theory—but trying to supplement it.

The areas of specialization are as follows: accounting, economics, marketing, international business, small business management, finance, human resources, management, arts management, and public administration. Those students who have not taken undergraduate work in business or management will normally take four semesters to complete their degree requirements. They will usually follow the prescribed sequence detailed below.

Term I
- Financial Accounting
- Microeconomics
- Information Systems
- Organizational Behavior
- Quantitative Methods I

Term II
- Managerial Accounting
- Macroeconomics
- Financial Management
- Marketing
- Quantitative Methods II

Term III
- Specialization Course
- Specialization Course
- Elective Course
- Elective Course
- Elective Course

Term IV
- Specialization Course
- Elective Course
- Elective Course
- Integrating Course
- Integrating Course

ADMISSION

Admission is selective and based upon academic potential as demonstrated by undergraduate work completed at a regionally accredited college or university, performance on the Graduate Management Admission Test (GMAT), and related pertinent experience.

FINANCIAL ASSISTANCE

In addition to student loans which are available to those students who are in need of financial aid, several scholarships and graduate assistantships are awarded on the basis of merit.

CORRESPONDENCE

For further information or to request an application for admission, write

Office of Admissions and Registration
Crummer School of Business
Rollins College
Winter Park, Florida 32789

ROOSEVELT UNIVERSITY

CHICAGO, ILLINOIS

Roosevelt University is a private, nonsectarian, coeducational school located in the historic Auditorium Building on Chicago's lakefront. The setting, in the heart of the city's commercial, cultural, and recreational activity, is ideal for a university. The university also offers courses at its satellite campuses located in Waukegan, Glenview, and Arlington Heights, Illinois. The Walter E. Heller College of Business Administration offers undergraduate degrees, the M.B.A. degree, the M.S. in Accounting degree, the M.S. in Marketing Communications degree, the M.S. in Information Systems degree, and the M.S. in International Business degree. The university also offers the degree of Master of Public Administration under the auspices of the College of Arts and Sciences. The Walter E. Heller College of Business Administration cooperates with the public administration program.

PROGRAMS OF STUDY

In addition to offering specific courses in the traditional, functional areas of business, the M.B.A. program is designed to expose graduate students to advanced thought in economics and the social sciences, quantitative methods, and other disciplines shedding light on individual and organizational human behavior. Thus, a perspective is provided which places the historical and current role of business enterprise against the backdrop of other elements in society.

The Master of Business Administration program encompasses 33 to 45 semester hours: 4 background courses, 9 core courses, and a specialized sequence of 2 courses. For applicants with prior undergraduate preparation in business, the 4 background courses are normally waived.

The program leading to the Master of Science in Accounting is designed to complete the professional business training needed for the C.P.A. examination and to provide professional training for students planning to enter public accounting, industrial accounting, or secondary school teaching of business subjects. Thirty semester hours are required; a minimum of 21 must be in accounting. Up to three elective courses are taken in other graduate business fields.

The Master of Science in Marketing Communications program is designed to serve students seeking positions with mass media, direct marketing organizations, radio and television stations, or public relations firms. Thirty semester hours are required. A student with no prior preparation in the field may be required to take additional background courses.

The Master of Science in Information Systems program prepares students for professional career positions in computer-based information systems analysis. Course work is pursued in the areas of systems analysis and design, business information systems, human aspects of computer systems design, and analytic processes. The program consists of a minimum of 33 credit hours of graduate work. Depending upon their backgrounds, some students may be required to take additional courses.

The Master of Science in International Business prepares students seeking careers in export-import marketing, foreign exchange management, international accounting, market research, overseas production, government service, and domestic management positions which may ultimately develop international responsibilities. The program encompasses 30 to 48 semester hours. In addition, candidates are required to demonstrate basic competence in a second language.

ADMISSION

The graduate business programs are open to applicants who hold a bachelor's degree from an accredited institution, irrespective of their undergraduate fields of study. Admission to regular status requires an undergraduate grade-point average of 2.7 based on a four-point scale (B –). All graduate business programs require a satisfactory score on the Graduate Management Admission Test.

The fall semester begins in September, the spring semester starts in early January; there are also two summer sessions. Students are admitted prior to the beginning of any of these terms.

EXPENSES

There is a $15 application fee payable upon submission of the application for admission and a $6 registration fee. Tuition for the 1980-81 academic year was $119 per graduate semester hour. Graduate courses are usually three semester hours each.

FINANCIAL ASSISTANCE

Scholarships are available which provide grants to cover the cost of tuition. Graduate assistantships are offered by the university which cover tuition and provide a stipend in the range of $2,000 per academic year. In addition, there is one Phalin Foundation Fellowship with a stipend of $1,500 per academic year. Applications for scholarships and assistantships must be submitted by February 15. The university has a limited amount of loan funds. National Direct Student Loans are also available. A number of business firms in the Chicago area have employee tuition-reimbursement programs, and many of Roosevelt University's students matriculate under these arrangements.

PLACEMENT

Roosevelt University maintains an active placement service for graduates of all of its professional programs. In addition to the fact that business firms from all over the country recruit at Roosevelt, placement opportunities for graduates are enhanced by the university's location in the Chicago area where employment opportunities are many and varied.

CORRESPONDENCE

For further information, write to

Associate Dean
Walter E. Heller College of Business Administration
430 S. Michigan Avenue
Chicago, Illinois 60605

ROSARY COLLEGE

RIVER FOREST, ILLINOIS

The Graduate Business Program at Rosary includes programs leading to the Master of Business Administration (M.B.A.) degree and the Master of Science in Accounting degree. The M.B.A. degree provides for concentration in accounting, finance, health care administration, management information systems, marketing, public administration, quantitative methods, socio-legal environment, personnel management, or general management.

Rosary College traces its origin to 1848 in Wisconsin. The college moved to River Forest when it was incorporated as Rosary College in 1918. The River Forest campus is a 30-acre wooded site adjacent to a forest preserve and is easily accessible by car, bus, and train. The college is accredited as a master's degree-granting institution by the North Central Association of Colleges and Secondary Schools. Besides the Graduate Business Program, Rosary offers graduate programs in Learning Disabilities and Library Science on the River Forest campus. The college also has a Graduate School of Fine Arts located in Florence, Italy.

PROGRAM OF STUDY

The Graduate Business Program at Rosary College is a part-time evening degree program inaugurated in September 1977 and has 351 students currently enrolled. It is designed to provide the college graduate with the necessary techniques and theoretical background needed by managers of businesses and organizations. The program makes use of a dual track system to accommodate not only the needs of the student having an undergraduate business major, but also the special needs of the liberal arts graduate. The program is offered on a semester basis. Students may enter the program at the beginning of the fall, spring, or summer term.

The objectives of the M.B.A. program are

- to provide qualified persons with the skills of the professional managers,
- to provide the breadth of insight that can only come from in-depth study of the business disciplines,
- to give a humanistic dimension to the education of business and organizational managers,
- to encourage research and scholarship in the problems of modern management.

Candidates for the Rosary M.B.A. will need from 10 to 13 courses depending on their undergraduate preparation. Candidates with undergraduate preparation in statistics, economics, and accounting will normally need 10 courses. All courses carry 3 semester hours of credit. The degree of Master of Business Administration will be conferred upon candidates who have met the following requirements:

- completion of a minimum of 30 semester hours of graduate credit,
- attainment of a minimum grade-point average of 3.0,
- satisfactory completion of the following required courses: business computer science, quantitative methods, economics for managers, and financial accounting (unless the undergraduate transcript shows credit for equivalent course work); also, organizational behavior, marketing management, information systems, financial management, economics of the firm, and business policies.

ADMISSION

Admission to Rosary's M.B.A. program is open to those who hold a bachelor's degree and whose total record shows promise of success in professional management education. No prior business courses are required. The Committee on Admission bases its decision on the Graduate Management Admission Test, three references from the applicant's professors and/or supervisor, and pertinent information from the application. Students may enter the program at the beginning of the fall, spring, or summer term.

EXPENSES

Tuition is $375 per course. Each course carries three semester hours of credit. Application fee is $15, and there is a one-time matriculation fee of $10.

PLACEMENT

The college maintains a placement office whose services are available to all students enrolled in the Master of Business Administration program.

CORRESPONDENCE

Prospective applicants may write or call

M.B.A. Admissions
Rosary College
River Forest, Illinois 60305
Telephone: 312-366-2490, extension 210

Graduate School of Management

RUTGERS UNIVERSITY

NEWARK, NEW JERSEY

The Graduate School of Management is one of four professional schools on the Rutgers University campus in Newark, New Jersey. It is accredited by the American Assembly of Collegiate Schools of Business. The school's programs include a Master of Business Administration (M.B.A.) in management, an M.B.A. in professional accounting, an executive M.B.A., and a Ph.D. in management. The Ph.D. is in cooperation with the New Jersey Institute of Technology and the Rutgers Graduate School—Newark. Applications are invited from college graduates who seek professional training for positions in business, government, health institutions, and not-for-profit organizations.

The Rutgers University campus is part of the professional education complex in the center of Newark. On contiguous campuses are the New Jersey Institute of Technology, College of Medicine and Dentistry of New Jersey, and Essex County College. The campus is within a short distance of the New York financial community, the headquarters of many multinational companies, and the cultural resources of the New York metropolitan area.

PROGRAMS OF STUDY

The M.B.A. is a 61-credit degree with required courses in accounting, economics, finance, government-business interface, international business, management, marketing, production, and quantitative methods. At elective level, students may specialize in areas of career interest. The program in professional accounting requires 63 credits and is designed to prepare students for careers in certified public accounting and in financial administration.

The Rutgers M.B.A. programs combine the teaching of tools, concepts, and theory with the opportunity to test these tools and theories in the field. The programs are designed to equip future executives to plan for decision making, manage resources with maximum effectiveness, motivate individuals to their full potential, and assume burdens of social responsibility.

The Ph.D. in management offers the serious management student the opportunity for study and research in economics, finance, organization behavior, operations management, and computer technology. The program is aimed at the student who is planning to teach or specialize in management research in industry.

The executive M.B.A. is designed for experienced managers who wish to pursue the degree at a full-time pace while continuing their careers. The degree can be completed in four terms. Each term begins with a week of concentrated study in residence at a conference center. Thereafter, classes meet one full day each week on alternating Fridays and Saturdays.

The school operates on a trimester calendar. Full-time students are admitted in June and September and part-time students in September and February. Full-time students may complete the program in 15 months and part-time students in three and one-half years. The core curriculum (40 credits) may be taken at the New Brunswick campus by students enrolled in the part-time evening program. Elective courses are offered at the Newark campus only.

A six-week internship-intersession period separates the fall and spring trimesters. The school assists full-time students in obtaining internships which become available on a competitive basis. Students may also pursue their own interests during this period.

The school has an internationally known Small Business Development Center which includes an investment company with assets of $1.8 million which is run by students and faculty. The school publishes the *Journal of International Business Studies.*

ADMISSION

Candidates for admission should hold a baccalaureate degree from an accredited institution. Among considerations for admission are undergraduate grade-point average, Graduate Management Admission Test score, recommendation by an academic advisor or employer, responses by the applicant on the application form, and results of interviews when requested. The record of each applicant is reviewed by the Faculty Committee on Admissions.

Professional accounting applicants must also take the American Institute of Certified Public Accountants Orientation Test. Details concerning the test are secured from the director of the program. A personal interview is required. For information on admission to the Ph.D. program and executive M.B.A. program, contact the director.

EXPENSES

	Full-time students	
	New Jersey Residents	Nonresidents
Tuition, per trimester	$669	$966
Fees, per trimester	68	68
	Part-time students	
Tuition, per credit hour	57	82
Fees, per trimester	20	20

Limited on-campus housing is available and a variety of living accommodations are also available in Newark and surrounding towns. Total academic and nonacademic expenses for a single independent student approximate $2,100 per trimester. Expenses for a dependent or married student vary.

FINANCIAL ASSISTANCE

Support is available in the form of state and federal aid for grants, college work-study, student loans, and scholarship assistance. The school cannot guarantee assistance but will make every effort to meet students' needs.

PLACEMENT

The school's Director of Corporate and Alumni Relations coordinates placement preparation with the students and the Rutgers-Newark Office of Counseling and Career Development.

CORRESPONDENCE

Applicants should write or call

M.B.A.—Assistant Dean, Admissions	(201-648-5651)
Executive M.B.A.—Director	(201-648-5015)
Ph.D.—Director	(201-648-5371)

Rutgers, The State University
Graduate School of Management
92 New Street
Newark, New Jersey 07102

RUTGERS UNIVERSITY—CAMDEN

CAMDEN, NEW JERSEY

The College of Arts and Sciences in Camden is an important unit of Rutgers, The State University which was founded in 1766 as Queens College. Rutgers—Camden is located directly across the Delaware River from center-city Philadelphia in the transportation hub of southern New Jersey.

PROGRAM OF STUDY

The Master of Business Administration program in Camden is designed to provide students with a broad professional education that will prepare them for the increasingly complex demands of management. Fifty-two credits are required for graduation. The program includes both core courses offering a common body of knowledge and elective courses of specialized study.

The program is offered in the evening, and the typical student should complete the program in six semesters. Required prerequisite undergraduate courses are introductory courses in accounting, economics, statistics, and calculus. Prospective students must also take the Graduate Management Admission Test (GMAT). Although applications will be reviewed even though the prerequisite courses and the GMAT have not been completed, these requirements must be satisfactorily met before the acceptance of the student into the program on a matriculated basis.

The core program, based on the premise that there is a common body of knowledge called upon for managerial decisions, must be taken by all students. In addition, elective courses may be selected by students who have taken the appropriate prerequisite courses. There are 8 core courses (counting Environment of Management as a single course with two 2-credit parts) plus 11 elective courses. Management Policy, which is a core course, is taken as the capstone integrating course in the student's final semester. In addition, there is the opportunity for students to design directed study courses with the approval and supervision of an instructor in the M.B.A. program.

ADMISSION

Applicants are admitted in September (application deadline August 1) and January (application deadline December 1). Applications received after these dates will be acted upon at the discretion of the Admissions Committee only if time permits adequate review of credentials and when it has been determined that space is still available for additional students.

Application forms may be obtained by writing to the Admissions Office, Attn.: Graduate Desk Rutgers University, 311 North Fifth Street, Camden, New Jersey 08102.

EXPENSES

Tuition as of January 1, 1981 was $57 a credit hour for New Jersey residents and $82 a credit hour for out-of-state students; this may be subject to change. Each application is to be accompanied by a nonrefundable application fee of $15 payable only by check or money order to Rutgers University. A general fee of $18.75 is payable each semester.

PLACEMENT

Facilities of the Rutgers—Camden Placement Office are available to students. A number of business and professional firms, government agencies, not-for-profit organizations, and academic institutions recruit on the Camden campus each year.

CORRESPONDENCE

For further information on the M.B.A. program at Rutgers—Camden, write or call

Director, M.B.A. Program
Rutgers University
Camden, New Jersey 08102
Telephone: 609-757-6216

SACRED HEART UNIVERSITY

BRIDGEPORT, CONNECTICUT

Sacred Heart University, founded in 1963, is located in suburban Bridgeport on a 62-acre campus comprising a full range of facilities including a computer center with on-line capabilities to a DEC System 10 along with keypunch equipment and additional computational facilities.

The cafeteria and bookstore serve students during the day and evening sessions, and the student lounge offers a working atmosphere for group conferences as well as individual studies. There are well-lighted and patrolled parking lots containing 1,200 parking spaces on the campus.

PROGRAM OF STUDY

The Master of Business Administration (M.B.A.) program is designed to prepare men and women for positions of administrative responsibility in business, as well as nonprofit and governmental institutions, while bringing students to a full realization of the ethical and social responsibilities inherent in the managerial role.

Students receive a broad understanding of business and organizational problems, a sound knowledge of effective methods of solving these problems, the analytical skills necessary for recognizing problems and implementing solutions, and an appreciation of the place and the responsibility of the business person and the administrator in our society. A fundamental philosophical context of the program is the consideration of ethics in the functioning of the business enterprise.

The program is based on a core of courses which examines the functions of the executive and the environment of the administrator. Beyond the core, students may pursue, in some depth, a number of particular fields in business administration and economics. Candidates will be required to participate in the university's annual program on ethical issues in business life.

The majority of classes are conducted in the evening with some Saturday sessions. This enables professionally employed men and women to earn an advanced degree and makes available to the program faculty members who not only possess excellent academic credentials but also have pragmatic administrative experience to bring to the classroom.

A total of 54 credit hours of graduate course work is required for the M.B.A. degree with a minimum quality-point average of 3.0; depending on undergraduate preparation, students can reduce the number of credit hours by as many as 18. The M.B.A. program operates on a trimester basis which allows candidates with all undergraduate preparation completed the opportunity to earn an M.B.A. in two years. Despite the number of transfer credits and waivers for which a student may be eligible, an absolute minimum of 27 credit hours must be taken at Sacred Heart University, and these credit hours must be the last 27 prior to receiving the degree.

Six credit hours per semester are considered the maximum work load for the fully employed individual. Anyone wishing to take more than six credits must receive permission from the M.B.A. Program Director. A candidate must complete all courses no later than six years after matriculation.

With the approval of the advisor, a thesis may be substituted for six semester hours of elective credit.

ADMISSION

An applicant must hold a baccalaureate degree from an accredited institution. An application and official transcripts from all undergraduate and graduate institutions previously attended must be sent directly to the M.B.A. Program Director. Letters of recommendation are necessary from two persons who have knowledge of the candidate's academic and business accomplishments. In some instances a personal interview may be requested.

Applicants must take the Graduate Management Admission Test (GMAT). Foreign applicants are also required to take the Test of English as a Foreign Language (TOEFL). Information regarding both these examinations may be obtained by writing directly to Educational Testing Service, Box 966, Princeton, N.J. 08541. (Sacred Heart's ETS code number is 3780.)

To achieve full matriculation status, admissions materials should be received no later than three weeks prior to the beginning of the candidate's first term. The M.B.A. Admissions Committee will consider applications received after this time on a provisional basis.

EXPENSES

Expenses are as follows:

Tuition, per semester hour	$95
Application fee, nonrefundable	15
Graduation fee	30
Registration fee	5

FINANCIAL ASSISTANCE

At this time the financial assistance available to graduate students is quite limited. Inquiries may be made to the Director of Financial Aid.

PLACEMENT

The services of the university's placement office are available to all graduate students seeking full-time professional employment as well as part-time work opportunities.

CORRESPONDENCE

For applications and additional information, write or call

Program Director—M.B.A.
Sacred Heart University
P.O. Box 6460
Bridgeport, Connecticut 06606
Telephone: 203-374-9441, extension 201

SAGINAW VALLEY STATE COLLEGE

UNIVERSITY CENTER, MICHIGAN

PROGRAM OF STUDY

The Master of Business Administration (M.B.A.) program at Saginaw Valley State College (SVSC) is all graduate in nature and consists of 57 credit hours of foundation, core, and elective courses. Students with prior course work in business and economics may be able to enter with advanced standing and reduce this 57-hour maximum requirement to as low as 36 credit hours of graduate course work. A minimum of 24 credit hours above the foundation level (including Mgt. 690 and Mgt. 695) must be taken at Saginaw Valley State College.

Elective hours may be spread over several areas or concentrated. If a student elects to concentrate his studies in a specific field (for example, accounting, economics, finance, management, or marketing), a minimum of nine credit hours beyond the core must be completed in the area of concentration.

Foundation Courses	*Hours*
Accounting 511: Financial Accounting	3
Economics 522: Economic Analysis	3
Finance 504: Managerial Finance	3
Law 508: Law of Contracts and Business Organizations	3
Management 521: Organization and Administration	3
Marketing 531: Marketing Systems	3
Quantitative Methods 536: Statistical Analysis	3
Business and Management Core	
Accounting 612: Accounting for Management Decisions	3
Economics 622: Microeconomic Analysis	3
Finance 604: Financial Planning and Control	3
Management 621: Organizational Behavior	3
Management 690: Social Environment of Business	3
Management 695: Executive Policies and Planning	3
Marketing 631: Marketing Administration	3
Quantitative Methods 620: Quantitative Analysis for Decision Making	3
Electives	
(including optional 3-credit-hour thesis)	12
Maximum Credit Hours Required	57
Less: Hours subject to elimination if candidate qualifies for entrance with advanced standing	21
Minimum Credit Hours Required	36

During their first year of study, all candidates will be required to demonstrate basic computer competence. A course is available to those who do not have such competence upon entering the program, but it is in addition to the 57-credit-hour requirement for the degree.

A cumulative grade-point average of at least 3.0 in all work applicable to the degree is required for graduation. Courses in which a grade below C is received cannot be counted toward satisfaction of degree requirements. If the cumulative grade-point average falls below 3.0 at any time after accumulation of 12 credit hours at SVSC, circumstances of the individual case will be examined, and the student may be dismissed from the program.

ADMISSION

Students who have earned an undergraduate degree at an accredited college and who demonstrate the maturity and intellectual ability to participate in a rigorous academic program may be admitted to the program for the degree of Master of Business Administration at Saginaw Valley State College. There are no prescribed undergraduate prerequisite courses which must be completed prior to admission to the M.B.A. program. Factors considered in evaluating the applicant's potential for success in graduate business study include

- previous academic performance,
- score on Graduate Management Admission Test,
- work experience, and
- professional achievements.

Normally an undergraduate grade-point average of 2.5 (4.0 scale) plus a better-than-average score on the Graduate Management Admission Test is required.

To ensure that there is no needless duplication of subject matter previously mastered, the student with prior course work may enter with advanced standing. Required foundation courses may be eliminated by waiver based upon substantially equivalent prior academic work, provided it has been completed within six years preceding the date of admission. The student may be requested to present course descriptions and course textbooks to facilitate this evaluation.

Graduate credits earned at another accredited institution are transferable only for appropriate graduate courses completed with a high quality of achievement (B or above) within six years preceding the date of admission to the M.B.A. program. A maximum of 12 graduate credits may be transferred. Such transfer credit must be requested in writing at the time of admission.

EXPENSES

Tuition and fees, as of fall 1980, were as follows:

Tuition (on- and off-campus courses)	
Michigan residents, per credit hour	$42.00*
Nonresidents, per credit hour	90.00*
Auditor	tuition rate
Credit by examination	tuition rate
Fees	
Facilities (on-campus courses), per credit hour**	2.00
Student government, per credit hour	.60 (up to $5.40)
Publications, per semester	1.50
Athletic season pass, per semester (optional)	8.00
Matriculation fee for new students only	25.00

*$2.50 additional fee imposed effective winter semester 1981

**Up to 9 hours (6 hours spring or summer); thereafter $1 per credit hour

CORRESPONDENCE

For further information and application forms contact

Director of Admissions
Master of Business Administration
Saginaw Valley State College
University Center, Michigan 48710

ST. AMBROSE COLLEGE

DAVENPORT, IOWA

The Master of Business Administration program at St. Ambrose College is built on the strengths of the two largest undergraduate departments at the college—(1) accounting and (2) economics and business administration. Programs in the areas of computer science, operations research, scientific management, and statistics also provide input for the M.B.A. program. Faculty members teaching graduate business programs also serve as faculty for certain undergraduate course offerings, but only graduate students attend St. Ambrose's graduate classes. The St. Ambrose College M.B.A. program is accredited by the North Central Association and approved for study by the Veterans' Administration.

To support graduate business administration and management courses, St. Ambrose continues to increase its library holdings in the business and management area, already the strongest in the library. The college also utilizes interlibrary loan capabilities and computerized information retrieval services to further assist students in their study programs. St. Ambrose College's modern videotape facilities are available for graduate students in the Galvin Fine Arts and Communication Center. The college offers hands-on computer experience with its on-campus computer plus a major link with the University of Iowa's IBM 360.

PROGRAM OF STUDY

The objective of the St. Ambrose College M.B.A. program is to educate contemporary, efficient, and professional managers for positions in business, industry, and the nonprofit sector—initially in middle management, but ultimately for top-management roles. Exposure is given to companies of all sizes with primary emphasis on the types of firms operating in the Quad Cities area. As such, the Ambrose approach blends theory and application and is division-based in scope and professional (rather than research-oriented) in thrust.

The M.B.A. program consists of 13 three-credit courses and takes approximately two and one-half years (part-time evenings only) to complete. Each course/seminar meets one night a week for approximately 15 weeks during the fall and spring—two nights a week during the abbreviated summer semester. It is suggested that students register for two courses each fall, two each spring, and one each summer.

The St. Ambrose College M.B.A. program is open to any student holding a bachelor's degree, regardless of undergraduate major. Liberal arts and other nonbusiness graduates must complete a course in college algebra, statistics, and accounting before entering graduate classes. A maximum of six credits may be transferred from other approved graduate schools of business.

The St. Ambrose College M.B.A. program consists of the following 13 graduate-level courses, each earning three semester credits:

- Part I: *Foundation Courses*
  - Statistical Methods for Decision-Making
  - Managerial Accounting
  - Macroeconomic Analysis for Business
- Part II: *Management Core Courses*
  - Organizational Theory, Behavior and Communication
  - Managerial Economics
  - Legal and Social Environment of Business
- Part III: *Decision-Making Courses for Management*
  - Operations Management
  - Financial Management
  - Marketing Management
  - Human Resources Management
- Part IV: *Concentration Seminars* (select any two)
  - Management Seminar I, II
  - Finance Seminar I, II
  - Marketing Seminar I, II
  - Seminar for Nonprofit Organizations I, II
- Part V: *Capstone Seminar*
  - Policy Formation and Implementation

ADMISSION

The St. Ambrose admission decision considers (1) undergraduate grade-point average, (2) Graduate Management Admission Test (GMAT) score, (3) responsibility and accountability in professional work, and (4) motivation to take and complete a rigorous graduate-level program. Eligible students may begin studies in the fall, spring, or summer. Preferred consideration is given to applications received by July 1 (fall start), by December 1 (spring start), and by April 1 (summer start).

EXPENSES

Application fee, nonrefundable	$20
Tuition, per semester credit hour	116
Fees, per semester (estimated)	18

As a cost guide, additional expenses for books, classroom materials, and lab fees are estimated at $30 or less for each course.

CORRESPONDENCE

Application forms and additional information are available from

Office of the Graduate Dean
Graduate Management Programs
St. Ambrose College
Davenport, Iowa 52803
Telephone: 319-324-1681 (daytime)
319-359-1060 (evenings)

ST. BONAVENTURE UNIVERSITY

ST. BONAVENTURE, NEW YORK

St. Bonaventure University is a coeducational institution conducted by the Franciscan Fathers, Province of the Most Holy Name of the Order of Friars Minor, a New York State corporation. Its first commencement exercise was held in June 1860, graduating a class of 15 students. Today's enrollment totals approximately 2,000 undergraduates and 450 graduate students. The School of Business Administration began offering graduate courses leading to the Master of Business Administration (M.B.A.) degree in September 1975. The M.B.A. courses are offered principally during the evening hours.

The St. Bonaventure campus in southwestern New York is spread over 500 acres in a valley surrounded by the Allegheny foothills between Olean and Allegany. The university is accessible by car, bus, and commercial airlines which land in Buffalo and Bradford, Pennsylvania.

PROGRAM OF STUDY

The M.B.A. program will require 30 to 51 credit hours depending upon the student's entrance qualifications. There are three sets of requirements making up the program of study:

• *The Foundation Set*	*Credit Hours*
Accounting Foundations	3
Administration	2
Economic Analysis	3
Financial Foundations	2
Information Systems	1
Legal Foundations	2
Marketing Foundations	2
Statistics	3
Mathematics for Management	3

(Students may meet any or all of the above requirements by transferring undergraduate equivalent courses from an accredited college or university.)

• *The M.B.A. Core Set*	*Credit Hours*
Financial Management	3
The Organization and Its Environment	3
Marketing Policy	3
Organization and Administration	3
Quantitative Methods	3
Policy Formulation and Integration	3
Contemporary Accounting Theory	3
Managerial Economics	3

(Students must complete each of these courses at St. Bonaventure University.)

- *The Elective Set*—Students must choose 6 credit hours of M.B.A. elective courses from among the functional areas of business. No concentration or specialization in a particular area is required.

ADMISSION

In order to be admitted to the M.B.A. program students must hold an undergraduate degree from an accredited college or university. The primary criteria for admission are the student's undergraduate academic record and the scores from the Graduate Management Admission Test (GMAT). In addition, students may support their application with appropriate letters of recommendation, work experience, and a personal interview.

EXPENSES

The tuition charge is $95 per credit hour. An initial matriculation fee of $10 is also required. At present there are no graduate housing facilities on campus.

FINANCIAL ASSISTANCE

A limited number of graduate assistantships are available to students pursuing the M.B.A. degree on a full-time basis. The current stipend associated with graduate assistantships is $2,700 per academic year plus tuition waiver. There are also residence hall directorships available for which single graduate students are eligible to apply. Loans are available through the university and government agencies.

PLACEMENT

The student placement bureau arranges interviews with various companies, organizations, and agencies throughout the year. Graduate students are urged to pursue career opportunities through this service.

CORRESPONDENCE

For further information, write or call

Director, M.B.A. Program
St. Bonaventure University
St. Bonaventure, New York 14778
Telephone: 716-375-2111

ST. CLOUD STATE UNIVERSITY

ST. CLOUD, MINNESOTA

St. Cloud State University is situated on the banks of the Mississippi River in central Minnesota, about 65 miles northwest of Minneapolis and St. Paul. Approximately 10,000 students attend classes on campus. About 1,500 are registered in undergraduate College of Business programs; 25 full-time and 80 part-time students are enrolled in master's degree programs.

The College of Business is organized into five departments: accounting, business education and office administration, management and finance, marketing and general business, and quantitative methods and information systems. In addition, an Office of Research, Development, and Community Service provides facilities and opportunities for research in business and related areas. The College of Business is housed in a three-story, air-conditioned building.

PROGRAMS OF STUDY

A Master of Business Administration (M.B.A.) program and Master of Science (M.S.) programs in accounting and in business education are offered. The Master of Business Administration program provides opportunity for advanced specialization in business management and the expansion of an educational foundation so necessary to rapid advancement in executive positions in business, industry, and government. The Master of Science in accounting program provides the additional academic preparation needed by professionals entering the field of public accounting. The areas covered include financial accounting, auditing, tax, and management. Professional research and communication skills are stressed.

The Master of Science in business education program provides an opportunity for advanced study in business education. The program of study is intended to provide the student with a current background in business education and to improve professional and technical competencies.

ADMISSION

The Master of Business Administration program is open to qualified students who hold bachelor's degrees in any field from accredited four-year colleges and universities. The holder of a bachelor's degree in business administration may expect normally to spend one year to complete the program. The student with a bachelor's degree in other fields may expect to spend two years.

Admission to the M.B.A. and M.S. in accounting programs is based on these factors: (1) applicant holds a bachelor's degree from an accredited college or university, (2) applicant's performance on the Graduate Management Admission Test, (3) applicant's undergraduate performance, and (4) evidence of the applicant's aptitude for successful graduate business study. Each applicant who is accepted will be expected to have completed, or to complete, course study in basic college mathematics, financial control, managerial finance, production management, principles of marketing, business economics, management of organizations, quantitative analysis for business, and operations research and data processing for business.

The following four-credit courses must be completed by all M.B.A. students: financial management policy, management of human resources, decision-making techniques, corporate financial reporting, managerial accounting, business economics, marketing plans and decision making, production and operations management, legal and social foundations of business, and corporate strategies.

In addition, with the adviser's approval, the candidate elects eight quarter credits in a functional concentration: accounting, finance, management, marketing, quantitative methods and information systems, or economics.

The Master of Science in accounting students complete the equivalent of an undergraduate accounting major and 48 graduate-level credits, at least 24 of which are in accounting.

An applicant for admission to the Master of Science in business education must (1) have a baccalaureate degree from an accredited college or university, (2) hold a Minnesota Vocational Teacher Certificate in Business Education or have completed an undergraduate teacher education program from an accredited teacher preparation institution, and (3) achieve an acceptable score on the Graduate Record Examinations and/or acceptable undergraduate scholarship.

Some applicants, even after completing a major or minor, may be required to take additional undergraduate work. Students pursuing a master's degree must earn a minimum of 15 graduate credits in their major field of concentration.

EXPENSES

Graduate resident tuition is $15.60 per quarter of credit. Nonresident graduate tuition is $31.35 per quarter of credit. Incidental fees are assessed to students on the basis of $2.90 per credit hour, with a maximum charge of $43.50 per quarter.

FINANCIAL ASSISTANCE

A number of graduate assistantships are available to qualified students. Students may secure National Direct Student Loans up to a maximum of $5,000 per year.

PLACEMENT

The University Placement Bureau assists students in finding career employment after graduation.

CORRESPONDENCE

For catalogs and applications, write the Dean, Graduate Studies. Specific questions about curriculum and academic counseling should be addressed to

Graduate Programs Coordinator
College of Business
St. Cloud State University
St. Cloud, Minnesota 56301
Telephone: 612-255-3262 or
612-255-3212

ST. JOHN'S UNIVERSITY

JAMAICA AND STATEN ISLAND, NEW YORK

St. John's University Graduate Division of the College of Business Administration offers complete programs leading to a Master of Business Administration degree at convenient locations in Queens and Staten Island. Both campuses are situated in close proximity to the business, financial, and cultural center of New York City. As a professional school, its goal is to serve the professions and society by advancing the education of current and potential executives in business, health care, and government organizations. Moreover, as economic and environmental changes affect organizations and society, the College of Business Administration is pledged to the development of innovative concepts and methodology in order to meet the educational requirements of professionals in private industry as well as nonprofit institutions.

PROGRAM OF STUDY

The Master of Business Administration degree requires the completion of a minimum of 39 credits taken either on a full- or part-time basis. These credits are equally divided into two parts: the core and the field of specialization. The core has a total of 21 credits including either a thesis or two graduate-level elective courses in lieu of the thesis. The specialization consists of at least 18 credits in the field of study selected by the M.B.A. candidate.

In addition to the credits in the core and in the field of specialization, a student who has not taken undergraduate business and economics courses may be required to complete up to 30 additional credits in the prerequisite area. These courses provide enrichment in fundamental business areas. The number of credits required in the prerequisite area is determined on an individual basis. The total degree requirements, therefore, consist of the core, the field of specialization, and prerequisite courses (where required). It is suggested that the student request a personal interview to outline his or her course requirements.

Fields of specialization offered in the M.B.A. program include public accounting (C.P.A.), controllership, taxation, economic theory, finance, executive management, marketing, and quantitative analysis. In addition, various options within these fields are available: international finance, bank administration, international management, marketing management, international marketing, computer information systems for managers, operations research, and advanced statistics for managers.

ADMISSION

Admission to the M.B.A. program will be granted only to applicants holding a bachelor's degree from an accredited institution who show promise of success in graduate business studies. Among the criteria used for admission are performance on the Graduate Management Admission Test (GMAT), undergraduate grade-point average, undergraduate class rank, relevant work and leadership experience, and previous graduate study (if any). No previous undergraduate business preparation is required. Applications for admission may be obtained from the Office of the Dean of Admissions and Registrar, or the Graduate Division Office. Completed applications with all supporting credentials should be filed with the Office of the Dean of Admissions at least two months prior to the semester in which the student wishes to begin his or her program of studies. It is the student's responsibility to have official transcripts of all courses taken for the baccalaureate degree sent directly to the Office of the Dean of Admissions. Personal interviews are not mandatory, although prospective students are encouraged to visit the school and discuss the M.B.A. program with an advisor. The university maintains a rolling admissions policy, and students may enter in the spring, fall, or summer semesters. Applicants with degrees from foreign universities and colleges may be admitted if such candidates have completed the equivalent of an American bachelor's degree. In addition to the official application form, they must submit authorized school records and notarized translations of these records as witness of their previous educational experience. Foreign students are required to submit GMAT scores as well as results of the Test of English as a Foreign Language (TOEFL). A foreign student wishing to be considered for acceptance must file an application and supporting credentials a minimum of 90 days prior to the semester for which he or she wishes to commence studying.

EXPENSES

The schedule of fees for 1980-81:

Tuition, per credit	$129
General fee, per semester (nonrefundable)	20
Application fee	10

FINANCIAL ASSISTANCE

Research assistantships providing for free tuition in addition to monthly stipends are available to qualified M.B.A. students. Appointees carry a program of graduate study commensurate with their assistantship schedule. These assistantships are contracted on a yearly basis. In addition, scholarships, awards, and loans financed by federal and state agencies are available.

PLACEMENT

The Graduate Division of the College of Business Administration through its close association with the business community makes every effort to obtain positions for both current students and alumni. To this end, the Placement and Career Development Center offers assistance in developing career goals and obtaining knowledge about various areas of specialization in the labor market. Arrangements are made for students to meet with corporate recruiters on campus.

CORRESPONDENCE

Inquiries should be directed to
John C. Alexion, Ph.D., Dean or
Louis J. Allain, Ph.D., Assistant Dean
St. John's University
College of Business Administration, Graduate Division
Grand Central and Utopia Parkways
Jamaica, New York 11439
Telephone: 212-990-6161, extensions 6417 or 6418, *or*
Louis J. Allain, Ph.D., Assistant Dean
300 Howard Avenue
Staten Island, New York 10301
Telephone: 212-447-4343, extension 301

SAINT JOSEPH'S UNIVERSITY

PHILADELPHIA, PENNSYLVANIA

Saint Joseph's University is the Jesuit university in Philadelphia. It is a private, Catholic, liberal arts institution for men and women which was founded in 1851 and chartered by the Commonwealth of Pennsylvania in the following year. Saint Joseph's was recognized as a university by the Secretary of Education of the State of Pennsylvania in 1978. Dedicated to liberal education, it teaches disciplined reasoning, effective communication, and a love of learning, while at the same time stressing a concern for the individual and for life values.

The university's physical plant, which is composed of eight major educational facilities and more than a score of student residences, straddles the western boundary of Philadelphia and the eastern boundary of its suburban Main Line community. It is convenient to reach by both automobile and public transportation. Undergraduate enrollment is 2,200 full-time day students and 3,000 evening students. Graduate enrollment is 1,000, of whom about 600 are in the Master of Business Administration (M.B.A.) program.

PROGRAM OF STUDY

The M.B.A. program is designed to prepare students for management positions in business concerns and not-for-profit enterprises. The program of studies is primarily concerned with analytical tools relevant to a broad range of managerial problems. Emphasis is placed on the ability to analyze problems, to identify alternatives, to make decisions, and to implement those decisions. The M.B.A. program can be viewed as advanced general management training complemented by specialization in one of six areas which currently include accounting, finance, management, marketing, food marketing, and health administration. About two-thirds of the course work is in the area of general management training, and the remaining one-third is in the area of specialization.

The M.B.A. program consists of 18 graduate course units including the satisfaction of prerequisites referred to as foundation requirements. The foundation requirements are financial accounting, micro- and macroeconomic theory, business statistics, mathematics for business, financial management, computer science, and a course in either management or marketing. The foundation requirements may be satisfied prior to, or subsequent to, application for admission to the M.B.A. program. The foundation requirements may be satisfied before admission by the completion of the appropriate undergraduate courses with grades of C or better. A maximum of seven graduate course requirements may be waived by undergraduate courses. The remainder of the M.B.A. program is composed of six core courses, three courses in an area of specialization, an elective, and a business research project course. The latter course allows the student to integrate the knowledge acquired in the program. The core course choices include managerial accounting, management, marketing, managerial finance, managerial economics, quantitative analysis, operations research, and a required course in business ethics.

At present, the M.B.A. program serves primarily the interests of individuals with full-time employment who desire part-time graduate study. Classes are held Monday through Friday evenings and on Saturday mornings. Courses meet a single evening or Saturday morning. The faculty is composed of full-time members and adjunct faculty with primary interests in business, consulting, and governmental enterprises. Classes are held during the fall and spring semesters and during an eight-week summer session beginning in mid-May.

ADMISSION

Admission is open to all qualified students who hold a baccalaureate degree from an accredited college, or possess equivalent academic training. No academic training in business is required. The M.B.A. program is open to graduates in liberal arts, science, business, and other fields.

A completed application form accompanied by a $15 nonrefundable application fee must be submitted. Official transcripts from undergraduate and graduate schools attended by applicants should be forwarded to the M.B.A. program office. Two letters of recommendation should be submitted. Normally one of the letters should come from a former professor and the other from an employer. If the applicant has no prior full-time employment, both letters should come from former professors. Students are required to take the Graduate Management Admission Test (GMAT). Foreign applicants whose native language is not English are required to take the Test of English as a Foreign Language (TOEFL). Students are admitted for enrollment each year in September, January, and May. Applications should be complete in all respects before July 15, November 15, and April 1, respectively.

EXPENSES

Tuition for 1981-1982 for the M.B.A. program is $122 per semester hour or $366 per 3 credit course unit. The registration fee is $15 per semester. The application fee is $15.

FINANCIAL ASSISTANCE

Requests for financial aid in the form of university and government grants and private and government loans should be directed to the Director of Financial Aid, Saint Joseph's University. Requests for information concerning veterans' benefits should be directed to the V.A. Programs Coordinator, Saint Joseph's University.

PLACEMENT

The university placement office is visited annually by the representatives of numerous profit-seeking and not-for-profit enterprises.

CORRESPONDENCE

For information or to request an application, please write or call

M.B.A. Director
Saint Joseph's University
5600 City Avenue
Philadelphia, Pennsylvania 19131
Telephone: 215-879-7666

SAINT LOUIS UNIVERSITY

SAINT LOUIS, MISSOURI

The Saint Louis University School of Business and Administration offers programs of study leading to the degree of Master of Business Administration (M.B.A.), as well as specialized master's degrees in the fields of accounting, finance, and management sciences. In cooperation with the School of Law, a joint program leading to the combined degrees of Juris Doctor and Master of Business Administration is offered. Through the Graduate School of Saint Louis University, the School of Business and Administration provides programs leading to the degree of Doctor of Philosophy in business administration, Master of Arts in economics, and Doctor of Philosophy in economics.

PROGRAMS OF STUDY

The Master of Business Administration program is designed for students who have the aptitude and motivation to pursue the study of business at the graduate level. The program is structured with sufficient flexibility to serve qualified individuals who possess the baccalaureate degree in business administration, as well as those who hold degrees in nonbusiness fields. The program includes 27 hours of core requirements; 18 hours of advanced-level requirements, including one course from the areas of accounting, economics, finance, management sciences-behavioral, management sciences-quantitative, and marketing; and 12 hours of graduate electives which may be used to specialize in accounting, economics, finance, international business, management sciences-behavioral, management sciences-quantitative, marketing, or personnel and industrial relations. Proficiency in calculus is also required. The student who has an undergraduate degree in business or who has completed considerable undergraduate work in business may have up to 27 hours of the core requirements waived.

Specialized master's degree programs are offered in the areas of accounting, finance, and management sciences for those students who wish to pursue in-depth study in one of these fields. Applicants are expected to meet the same admissions criteria as those applying to the M.B.A.

The joint programs leading to the combined degrees of Juris Doctor/Master of Business Administration and Juris Doctor/Specialized Master's are integrated in such a way as to allow the student to complete both degrees in less time than would be required to complete each degree separately. A student entering these programs with a baccalaureate in business may complete course requirements within three and one-half years.

The School of Business and Administration provides a program leading to the degree of Doctor of Philosophy in business administration. Applicants are expected to possess the Master of Business Administration or its equivalent with evidence of sufficient breadth of study in business areas and a high level of academic performance. The program permits concentration of study in a major and a minor field. The major field will be chosen from the academic disciplines of accounting, finance, international business, management sciences (behavioral or quantitative), or marketing. The minor area will be selected either from another area of business (including economics) or from a related field. In addition, all students must satisfactorily complete graduate course work in both economics and statistics. Upon completion of the course program, the student must pass written and oral examinations relating to the areas of study. Finally, a sufficient level of scholarly ability must be demonstrated in a dissertation.

The Master of Arts in economics program requires 30 semester hours exclusive of the thesis. Proficiency in a foreign language or statistics is required.

An applicant to the Doctor of Philosophy in economics program is expected to possess an undergraduate degree in economics or its equivalent, evidencing sufficient academic ability to pursue advanced study. The candidate for the degree must demonstrate proficiency by written examination in economic theory and the history of economic thought. Written examinations must also be taken in three of the following areas: econometrics, public finance, monetary economics, labor economics and industrial relations, economic development, international economics, and urban economics. Proficiency is required either in two foreign languages or in any combination of the following: a foreign language, mathematics, and statistics. An oral examination precedes the doctoral dissertation.

ADMISSION

The applicant for admission to graduate study in business must possess the appropriate degree (or its equivalent) for the specific program of interest. The degree must be from a recognized college or university, and the applicant's scholastic record must evidence a satisfactory level of achievement at that university. Satisfactory scores on the Graduate Management Admission Test are required prior to acceptance for all programs except the Master of Arts and the Doctor of Philosophy in economics, for which the Graduate Record Examinations are required (Advanced Test in Economics only). Both the Graduate Management Admission Test and the Law School Admission Test are required for entrance to the Juris Doctor/Master of Business Administration degree program.

EXPENSES

Tuition, per credit hour	$145
Application fee, not refundable	25

FINANCIAL ASSISTANCE

Graduate assistantships and fellowships are available to a select number of students each year. In addition, a limited number of grants and loans is available through the Director of Financial Aid.

PLACEMENT

The Career Planning and Placement Center is a service facility provided free for students and alumni in order to assist them in acquiring suitable employment.

CORRESPONDENCE

Prospective applicants may address correspondence to
Graduate Studies in Business
School of Business and Administration
Saint Louis University
3674 Lindell Boulevard
Saint Louis, Missouri 63108
Telephone: 314-658-3801

SAINT MARY'S UNIVERSITY

HALIFAX, NOVA SCOTIA, CANADA

Saint Mary's is a residential coeducational university characterized by a personalized student-centered education and easy rapport among students, faculty, and administration. It had its beginnings in 1802 and was originally a church-related institution. It is now a public, nondenominational university directed by a Board of Governors whose 30 members represent students, faculty, administration, and the outside community. An attractive 30-acre campus, surrounded by lush parkland and one of the city of Halifax's most desirable residential areas, Saint Mary's provides the most modern academic, recreational, and residential facilities. The Faculty of Commerce, with an enrollment of over 1,200 students, is widely recognized for the quality of its programs and has one of the largest commerce/business enrollments in Canada. The 35-member faculty has both industrial and teaching experience in leading business schools in Canada and the United States.

PROGRAM OF STUDY

The primary objective of the Master of Business Administration (M.B.A.) program is to provide an intellectual and social environment in which each student can discover how to develop his potential for effective management. Business and government are increasingly demanding that professional administrators possess both specialist competence as a prerequisite for middle management employment and generalist competence for those who seek more senior management positions. The program is designed to help achieve the following:

- to satisfy the short-term educational needs of the students by providing "specialist" concepts and techniques applicable to a particular line or staff area (this part of the program provides a functional identity which can be exploited during the early years of an individual's career to acquire middle management experience) and
- to satisfy the longer term educational needs of the student by providing "generalist" concepts in anticipation of his or her potential to succeed in more general and senior management positions later.

The courses are neither "discipline" nor "case" oriented but embrace combinations of lectures, case discussions, seminars, and assignments according to the requirements of individual subjects. Attention throughout the program is focused on both the practical and academic aspects of the materials covered. More importantly, the faculty believes that management education is essentially a process of personal development which must be "student centered." Therefore, immediately on entering the program, each student is assigned a personal advisor who will be available to provide advice and help to the student throughout his studies. This advisor will, on request, do all he can to help facilitate the student's academic and management development as he passes through the program.

ADMISSION

Admission to the program is open to students holding a bachelor's degree from a recognized university, whose scholarly records indicate that they are capable of studying management and administration at the graduate level, and who obtain satisfactory scores on the Graduate Management Admission Test (GMAT). Overseas students whose native language is not English are also required to take the Test of English as a Foreign Language (TOEFL) or an equivalent test. Students wishing to enter the program in September should submit a complete application by May 30.

EXPENSES

A distinct feature of the campus is its award-winning residence complex comprising high-rise "coed" apartment buildings. These are linked together and serviced by cafeteria, shops, recreational facilities, and underground parking. Accommodations vary from single rooms to suites designed to accommodate six students. Private accommodations nearby are also available. The fee for the M.B.A. program is approximately $1,000 per academic year for full-time students and $200 per course for part-time students.

There is an additional $750 annual fee for non-Canadian residents.

FINANCIAL ASSISTANCE

Financial aid is available through university scholarships, assistantships, and Canada Student Loans. Part-time student jobs are also available in the Halifax—Dartmouth metropolitan area.

PLACEMENT

The university offers placement services to graduating M.B.A. students in cooperation with the Canada manpower office on campus.

CORRESPONDENCE

For further information, please write

Director of Admissions
Saint Mary's University
Halifax, Nova Scotia B3H 3C3

ST. MARY'S UNIVERSITY

SAN ANTONIO, TEXAS

The origins of St. Mary's University go back to 1852—just 16 years after the fall of the Alamo. The first classes were conducted in temporary quarters on Military Plaza. The following year a permanent site was selected on a bend of the San Antonio River. By 1894, as the school expanded, a new campus was built in Woodlawn Hills northwest of the city on a site of 130 acres. The university is comprised of the School of Arts and Sciences, the School of Engineering, the School of Business and Administration, the School of Law, and the Graduate School.

Programs of study in business administration had been offered since 1923. The Graduate Division was established in 1959. Approximately 377 full-time and 167 part-time students are enrolled in the undergraduate business administration programs. There are 102 students in the Master of Business Administration (M.B.A.) program. Graduate courses are held in the evening and on Saturday morning. The degree of Master in Political and Institutional Administration (M.P.I.A.) is offered for applicants interested in the management of nonprofit or government institutions.

PROGRAM OF STUDY

The course content, the method of instruction, and the staff of the Master of Business Administration program at St. Mary's University are oriented to develop in the potential administrator the perspective and competence requisite for responsible performance and professional leadership. The curriculum builds a liberal background of general administration to which are added studies in quantitative analysis, economics, finance, marketing, personnel, operations management, and international management. Attention is directed toward goal and policy formulation, decision making, organization, operation, evaluation, and control. Emphasis is upon situation analysis and managerial problem solving.

This professional study is designed for the person who will exercise administrative leadership in business, government, or institutional organizations. The program is particularly attractive to the individual planning a career in management consulting and to the certified public accountant who counsels clients on administrative procedures.

In the courses of theory the lecture method is used. However, because professional knowledge is to be functionalized, considerable emphasis is placed on the case approach in the advanced courses. Rigorous analysis, logical presentation, and elegant expression are goals sought in the study of case situations.

Two plans of study are offered. Each leads to the Master of Business Administration degree:

- Plan I—33 semester hours or 11 courses are required. The schedule of courses is arranged in consultation with the graduate adviser. The candidate will write a thesis prepared under the direction of a supervising professor and two readers. The candidate will also be required to pass an oral comprehensive examination covering his thesis and graduate studies.
- Plan II—36 semester hours or 12 courses are required. Included will be six hours in quantitative analysis and operations research or six approved hours in graduate mathematics. The schedule of courses is arranged in consultation with the graduate adviser. No thesis is required for this program. The candidate will be required to pass a written and/or oral examination covering his graduate studies.

ADMISSION

The basic requirement for admission is a bachelor's degree from an accredited school and a record which demonstrates ability to pursue the graduate program successfully. Applicants are required to take the Graduate Management Admission Test administered by Educational Testing Service, Princeton, New Jersey. Foreign students must submit a score from the Test of English as a Foreign Language (TOEFL) with the application.

The degree of Master of Business Administration requires one to two years of graduate study, depending upon undergraduate preparation. Students with an undergraduate background in business or economics can complete the M.B.A. curriculum in 33 or 36 graduate semester nours depending on the plan chosen. For those with an undergraduate degree in liberal arts, science, engineering, or other areas, a special program is arranged to provide preparation for this graduate study. Students may begin their M.B.A. studies in August, January, or May.

EXPENSES

Tuition for graduate courses in the M.B.A. program is $96 per semester hour. For preparatory courses the tuition is $90 per semester hour.

FINANCIAL ASSISTANCE

Some assistantships for graduate study are offered. These appointments are made to superior students who have demonstrated high performance. Stipends range from $500 to $2,000 for the academic year. The assistantships carry with them a service requirement. Loans are available. Because of the provisions on scholarship funds and the difficulties of repaying loans, students from other countries should be prepared to meet their own expenses from private or government sources.

PLACEMENT

Graduate students are invited to use the facilities of the Placement Office. This office aids in locating positions and arranges for interviews with the several hundred employers who annually contact the Placement Office.

CORRESPONDENCE

For further information, write or call

Ronald D. Merrell, Ph.D., Director
Graduate Division
School of Business and Administration
St. Mary's University
San Antonio, Texas 78284
Telephone: 512-436-3705

SAMFORD UNIVERSITY

BIRMINGHAM, ALABAMA

Samford University, located at Birmingham, Alabama, was founded in 1842 and was operated as Howard College until 1965 when it assumed university status. The Master of Business Administration (M.B.A.) program was instituted in June 1965 and is designed for and primarily limited to persons pursuing full-time careers in business, government, and industry. The approximate annual enrollment of the M.B.A. program is 100. This permits a close relationship between students and faculty.

The purpose of the M.B.A. program is to prepare individuals for increasing responsibilities in management. Emphasis is placed on giving students a broad understanding of business management and the environment in which it operates. Such an educational background is becoming increasingly essential for persons who aspire to positions of leadership in our dynamic economy.

Students holding full-time positions in business will not be permitted to take more than six semester hours in a regular semester and three semester hours in a summer term without special permission. All required courses will meet in the evening on the Samford campus.

PROGRAM OF STUDY

The M.B.A. program at Samford is designed for two distinct groups. Students having undergraduate degrees in business administration or economics could complete the M.B.A. program by taking 30 semester hours of work as outlined by the School of Business.

Students having undergraduate degrees in fields other than business administration or economics would normally be required to take 60 semester hours of course work. Fewer hours would be required for students who have had some of the basic undergraduate core courses listed under prerequisites.

Undergraduate Prerequisites	*Hours*
Principles of Accounting	6
Principles of Economics	6
Statistics	3
Business Finance	3
Marketing	3
Management	3
Basic Computer Course	3
Total	27

Course Requirements		*Hours*
BA 401	Managerial Economics	3
BA 402	Business Conditions	3
BA 405	Legal, Moral, and Social Environment of Business	3
BA 510	Managerial Accounting	3
BA 520	Financial Administration *or*	
BA 421	Advanced Business Finance	3
BA 545	Management Theory and Practice *or*	
BA 445	Theory of Organizations	3
BA 550	Marketing Administration *or*	
BA 451	Advanced Marketing	3
BA 441	Production Management,	
BA 442	Labor Relations, *or*	
BA 443	Management of Human Resources	3
BA 549	Business Policy	3
BA 570	Quantitative Methods	3
Total		30

Each student must complete at least five 500-level courses and will be required to demonstrate the ability to write effectively and/or conduct research. This requirement will be met by the writing of term papers and reports in most courses.

The School of Business and the Cumberland School of Law of Samford University offer a combination degree program leading concurrently to a Master of Business Administration degree and a law degree (J.D.). The combination-degree student must meet the admission and graduation requirements of both schools. Admission to one school does not constitute automatic admission to the other. A statement of admission standards for each degree is available in the office of the dean of each school. In each program six hours of work done toward one degree will count toward the other. A student will be required to complete 82 semester hours of law courses (rather than the normal 88 hours) and 24 hours (rather than the normal 30 hours) in the M.B.A. program.

CORRESPONDENCE

For additional information, write to:
Dr. William D. Geer, Dean
School of Business
Samford University
Birmingham, Alabama 35209
Telephone: 205-870-2935
For application, write to:
Dr. Lee N. Allen, Dean
School of Graduate Studies
Samford University
Birmingham, Alabama 35209
Telephone: 205-870-2842

SAN DIEGO STATE UNIVERSITY

SAN DIEGO, CALIFORNIA

San Diego State University is the southernmost link of the California State University and Colleges system. The community of San Diego, where the university is located, is one of the major metropolitan business and residential areas in the United States. In addition, San Diego's recreational opportunities and outstanding climate make it an extremely desirable place in which to work and play.

The College of Business Administration, with over 5,000 undergraduate students and 700 graduate students, has long prided itself on the depth and breadth of its offerings. Both the graduate and the undergraduate programs are accredited by the American Assembly of Collegiate Schools of Business.

PROGRAMS OF STUDY

The Master of Business Administration (M.B.A.) program is designed for students holding undergraduate degrees in any field, including business, who are seeking a degree with broad managerial emphasis. Between 30 and 60 units are required, depending on previous academic background. Students may work for an M.B.A. on either a full-time or part-time basis.

M.B.A. students must meet the following requirements:

- complete up to 36 units in the following core courses for which acceptable equivalents have not been completed—financial and managerial accounting (6 units), organizational theory and behavior (6), quantitative methods (6), marketing (3), law for business executives (3), finance (3), computer programming and systems analysis (3), and economics (6);
- complete 6 units in two required courses—research and reporting (3) and policy formulation (3);
- complete at least 15 units in a combination of concentration and elective categories (Concentrations available include accounting, finance, information systems, international business, management, management science, marketing, personnel and industrial relations, production and operations management, and real estate. More than 15 units may be necessary to bring the student's total program to at least 30 units.);
- complete, for 3 units, a thesis or pass a comprehensive exam.

Total units required would be between 30 and 60.

The M.S. program affords additional education in business for students who have undergraduate degrees in business administration or closely related fields. Students may work for the M.S. on either a full-time or part-time basis. Concentrations in the M.S. program are the same as those in the M.B.A. program. Students concentrating in accounting can specialize in financial accounting, managerial accounting, or taxation. M.S. students must complete a 30-unit program as individually developed for each student.

ADMISSION

Classified graduate standing is required for admission to either graduate program. Classified graduate standing is granted to students who hold an acceptable baccalaureate degree and who demonstrate their ability for graduate study by their undergraduate grade-point average and by earning an acceptable score on the Graduate Management Admission Test (GMAT).

There are no specific prerequisite courses for admission to the curriculum for the M.B.A. degree. For admission to the curriculum for the M.S. degree, however, a bachelor's degree in business including work in accounting, economics, business law, management, marketing, finance, quantitative methods, and information systems is required.

Application for admission to the university should be filed with the Admission Office beginning in the previous November for the fall semester and in August for spring semester.

EXPENSES

Registration fees (subject to annual revision) are $112 per semester for course loads of 7 or more units. There is no tuition fee for California residents. Nonresident and foreign students must pay tuition of $1,080 when enrolled for 15 units or more and $72 per unit when enrolled for less than 15 units. There are no provisions for waiving this tuition. Total expenses would depend upon individual needs. Campus residence halls, as well as a variety of apartments and other rentals, are available.

FINANCIAL ASSISTANCE

Graduate students who meet the qualifications established by the Faculty Committee on Student Loans may obtain financial assistance through one of the loan programs in operation at the university. Graduate teaching and nonteaching assistantships in the College of Business Administration are available to a limited number of qualified students.

PLACEMENT

The Placement Center serves students who have completed 12 units acceptable in a graduate program at the university. Students with study loads of seven or more units may request assistance in finding part-time employment. Over 1,000 business firms, government agencies, and school districts actively recruit through the Placement Center each year.

CORRESPONDENCE

For further information or to request an application for admission, please write or call

Associate Dean for Graduate Study
College of Business Administration
San Diego State University
San Diego, California 92182
Telephone: 714-265-6479

SAN FRANCISCO STATE UNIVERSITY

SAN FRANCISCO, CALIFORNIA

San Francisco State University is one of 19 institutions in the California State University and Colleges system. The university is a multipurpose, coeducational institution of more than 23,000 students, of whom more than 6,000 are enrolled in postbaccalaureate study. The Lake Merced campus is a complete educational community of over 20 modern buildings with well-equipped classrooms and laboratories, a comprehensive library, a computer center, radio and television broadcast studios, two theaters, and a wide range of creative arts, recreation, and athletic facilities. The 100-acre campus has direct access to the downtown financial, commercial, and world trade centers as well as to other areas of the greater San Francisco metropolitan complex.

The School of Business offers two degrees at the graduate level—the Master of Science (M.S.) in business and the Master of Business Administration (M.B.A.). Organized in four departments, the school provides opportunity for specialization in accounting, data systems and office administration, finance, marketing, personnel and industrial management, operations research, transportation, and world business.

Of particular note are (1) the Center for World Business which, with the financial support of major firms in the Bay Area, provides advanced study in various phases of world business and (2) a special program in which carefully selected graduate students complete a portion of their program at Schiller College in Europe and then work with a European business on an intern-type basis.

PROGRAMS OF STUDY

The M.S. and the M.B.A. programs are open to students who have completed undergraduate majors in any field. In addition to prerequisites, each program requires a minimum of 30 semester hours, or the equivalent of one year of full-time study. Classes are scheduled continuously from 8:00 a.m. until 10:00 p.m.

The combined foundation plus graduate-level program totals 54 semester hours for those with little or no prior study in business administration at the time of admission. If a substantial portion of the foundation studies has been completed, waivers are granted on a course-by-course basis for each of the following: accounting, economic analysis, computer applications, law and business, business statistics based on elementary calculus, business finance, marketing, management behavior, and managerial economics. In all cases, a graduate-level program of at least 30 semester hours is required.

The Master of Science in business program is designed for those who desire specialization, unusual breadth, or interdisciplinary study involving other schools on campus.

The Master of Business Administration program is structured as a broad preparation for managerial careers in business. Selected management seminars, a research project, and, in some concentrations, a comprehensive oral examination are specified. The remaining 12 semester hours for specialization may be selected by the student with the approval of the major adviser.

ADMISSION

Requirements for admission include a baccalaureate degree from an accredited college or university with an acceptable grade average, acceptable scores on the Graduate Management Admission Test (GMAT), and a letter of intent which relates past achievements and career goals to the program desired. The School of Business requires an entry index of 1075, based on a combination of undergraduate grade-point average (last 60 units) and the GMAT test score. The index is computed as 200 times the grade-point average (based on A = 4), plus the GMAT score. Normally the minimum acceptable GMAT score is 400. In cases of exceptions to the minimum entry index, the selection committee will consider evidence of unusual motivation, career maturity, and past success.

Application periods are from November 1 of prior year to June 1 for fall semester admission, and from August 1 to November 1 of prior year for spring semester.

EXPENSES

Graduate students may enroll in as few as 3 to as many as 15 credit hours each semester. Enrollment fees (subject to annual revision) currently range from $105 to $120 per semester. In addition, out-of-state tuition fee is $72 per unit. Summer sessions are supported by student fees of $44 per unit for all students.

On-campus dormitory facilities are available for students with room rates ranging from $425 to $525 per semester plus dining privileges at moderate rates. Living accommodations in off-campus facilities range upward from $1,200 to $1,800 per calendar year for room and meals. The Housing Office helps students locate the type of housing most suited to individual life styles.

FINANCIAL ASSISTANCE

The school has a limited number of teaching assistantships, usually available only to continuing students. The chairman of the appropriate department will provide further information. Other types of financial aids are available, including loans, scholarships, and work-study programs.

PLACEMENT

A complete placement service is available to students and graduates of the university. Assistance is given in obtaining full-time, part-time, and summer positions. The San Francisco area offers excellent opportunities for student employment as well as for career placements.

CORRESPONDENCE

For further information or to request an application for admission, please write or call

Director
Graduate Studies in Business
School of Business
San Francisco State University
1600 Holloway Avenue
San Francisco, California 94132
Telephone: 415-469-2668

SAN JOSE STATE UNIVERSITY

SAN JOSE, CALIFORNIA

San Jose State University, founded in 1857, is the oldest of the 19 institutions making up the California State University and Colleges system. Its location in the heart of the Santa Clara County economic community offers excellent opportunities for business observation and research in such areas as manufacturing, merchandising, assembly, agriculture, and government. The faculty provides instruction in day, late afternoon, and evening classes. Students may enroll on either a full-time or part-time basis.

The master's program, which varies from one year to two and one-half years in length, depending upon the student's undergraduate preparation, is designed to give students depth in the understanding of business phenomena. Courses have been designed to provide high-level learning opportunities for students who are preparing for teaching and for administrative positions in business, industry, or government.

PROGRAM OF STUDY

The Master of Business Administration (M.B.A.) program is designed to provide professional education for students who wish to achieve responsible positions in business, education, and government. The student is expected to include in his or her program of study graduate courses in the areas of finance, marketing, organizational behavior, management policies, decision theory, business research, managerial accounting, and economic problems. The student may choose nine semester units of specialization.

ADMISSION

Applicants for admission to candidacy for the master's degree are expected to have competency in the following areas: accounting, business communications, business law, data processing, economics, finance, management, marketing, mathematics, quantitative analysis for business, and statistics. For nonbusiness undergraduate majors, these preparatory requirements constitute the required background study. Undergraduate business majors may have most of these requirements already satisfied. The degree course work consists of a minimum of 30 semester units of graduate-level courses and seminars selected with the advice and counsel of a graduate advisor.

A limited number of new students are accepted each term. Minimum requirements for consideration, which do not guarantee admission, are an upper-division undergraduate grade-point average of 3.00 (on a 4.00 scale) and a minimum total score of 500 on the Graduate Management Admission Test (GMAT).

To obtain an application, write to the Admissions Office; for a catalog, to the Spartan Bookstore.

EXPENSES

Fees and charges are as follows:

Application fee	$27

In addition:

- California residents who enroll are charged $101 for 0-6.0 units and $116 for 6.1 or more units.
- Non-California residents are charged $1,080 per 15 or more units or $72 per unit if fewer than 15 units.

Upon completion of the master's degree, there will be a diploma fee of $10.

The University Housing Office will assist students in finding suitable housing while they are attending school. Inquiries should be addressed to Student Housing Office, San Jose State University.

FINANCIAL ASSISTANCE

Graduate fellowships, scholarships, assistantships, and loan funds are available. Inquiries should be made directly to the Financial Aids Office.

PLACEMENT

The University Placement Office will help students find part-time employment while in school, as well as full-time career employment after graduation.

CORRESPONDENCE

For information concerning the M.B.A. program at San Jose State University, please write or call

Associate Dean, Academic
School of Business-BT 962
San Jose State University
San Jose, California 95192
Telephone: 408-277-2308

Albers School of Business

SEATTLE UNIVERSITY

SEATTLE, WASHINGTON

The Master of Business Administration (M.B.A.) program at Seattle University was established in 1967 in response to the growing number of individuals desiring graduate studies in the field of business administration. The program is accredited by the American Assembly of Collegiate Schools of Business and is designed for students who have demonstrated the potential for responsible leadership necessary to deal decisively with the complex, dynamic environment within which business functions. Graduate students at Seattle University are exposed to a highly qualified and experienced full-time faculty. The emphasis of studies is on a broad spectrum of administration, and the program is designed to offer an interdisciplinary view of business. Vocational and professional training is not the aim. The principal objective of the program is to develop those managerial talents related to the fundamentals of business and economics. Since the majority of the students are employed full time and therefore taking less than three courses per quarter, classes are conducted only in the evening.

PROGRAM OF STUDY

The Master of Business Administration may follow a bachelor's degree in the arts, science, engineering, education, general studies, or business. The M.B.A. program offers four areas of concentration: behavioral, environmental, functional, and operations and systems. In order to complete the program, a student must progress through four phases of study. Foundation courses may be required as additional background and to provide an academic platform for those entering without sufficient introduction to the fundamentals of business administration. Although all of the foundation courses are graduate level, they do not count toward the 15 courses (45 credit hours) required for the M.B.A. degree.

ADMISSION

A candidate for admission must have a bachelor's degree from an accredited institution. Admission to the M.B.A. program is granted only to those applicants who demonstrate the qualifications for successful completion of the requirements. A serious intent is imperative. Criteria for admission give recognition to the differences in educational background and experience of individual candidates. The M.B.A. program is designed to satisfy the measures of quality that the American Assembly of Collegiate Schools of Business uses in the accreditation of graduate study in business.

The following criteria are relevant:

- the applicant's grade-point average and the trend of his grades during his undergraduate studies, specifically, the last two academic years;
- the applicant's rank in his graduating class;
- the applicant's potential as measured by conscientious letters of recommendation;
- the applicant's performance on the Graduate Management Admission Test;
- the applicant's business and professional performance;
- the applicant's previous graduate study in an accredited school of business.

The M.B.A. program is conducted on the quarter system. There are four quarters in each year: fall, winter, spring, and an optional summer quarter. Students are admitted for any of the four quarters during the year, and applications should be submitted at least 30 days before the beginning of the quarter of first enrollment.

EXPENSES

Expenses for 1981-82 (subject to change) are as follows:

Application fee (nonrefundable)	$15
Matriculation fee (one time only)	25
Each quarter credit hour	109

FINANCIAL ASSISTANCE

The M.B.A. program is designed for the graduate student whose obligations prohibit a full-time day commitment. In order to meet the needs of this type of student, many Pacific Northwest companies reimburse the mature, serious-minded student for tuition and fees incurred at Seattle University. The university has several types of student loans available. For information, write Director of Financial Aid, Seattle University, Seattle, Washington 98122.

CORRESPONDENCE

For further information on the M.B.A. program at Seattle University, write or call

Admissions Officer
Graduate Business Program
Albers School of Business
Seattle University
Seattle, Washington 98122
Telephone: 206-626-5455

SETON HALL UNIVERSITY

SOUTH ORANGE, NEW JERSEY

Seton Hall University, located in South Orange, New Jersey approximately 15 miles from New York City, is the largest Catholic diocesan university in the United States. The university, founded in 1856, has been located on a 56-acre campus in South Orange since 1860. Its proximity to New York City, the nation's business capital, and its ideal location within the business and industrial complex of northern New Jersey allow students to supplement their formal education through activities outside the classroom.

The W. Paul Stillman School of Business, founded in 1951, has an enrollment of 1,000 Master of Business Administration (M.B.A.) degree candidates. The academic year for students enrolled in the graduate school is comprised of two semesters and a summer session. The program may be completed on either a full-time or part-time basis.

PROGRAMS OF STUDY

The M.B.A. curriculum is designed to provide a strong foundation in the disciplines of economics and the behavioral and quantitative sciences. The first three levels (30 credits total) provide the base from which each student can select a specialization. Individuals may receive credit for those courses in the first three levels for which evidence is shown of prior academic performance from accredited institutions and/or successful completion of Challenge Examinations administered by the School of Business. At the fourth level, each student is required to complete 12 credits in his or her chosen specialization. Students wishing to specialize in either accounting or computer science must complete 15 credits in those areas. Currently, the specializations include accounting, computer science, economics, finance, management and industrial relations, marketing, and quantitative analysis. The remaining 15 credits are electives selected from a field in the M.B.A. curriculum other than the student's field of specialization. Electives are limited to 9 credits in any single field. A thesis (optional) can be used to satisfy 6 hours of elective credit. The fifth level is Business Policy, the capstone of the program, integrating all of the knowledge gained in previous courses. In order to complete the program a student is required to take a minimum of 30 hours, with a maximum of 60 hours.

The W. Paul Stillman School of Business and the School of Law offer a program leading to the degrees of Master of Business Administration (M.B.A.) and Juris Doctor (J.D.). The curriculum can be completed in four years rather than the normal five years through the use of courses acceptable as joint credit. The M.B.A. degree consists of 60 credits and the J.D. of 84 credits. A maximum of 12 credits may be applied to both degree requirements. Students interested in entering the joint program must follow the separate application procedures of each school. It is suggested that applications be submitted to both schools simultaneously in order to facilitate the decision-making process. For further information concerning the joint program, contact the schools of business and law.

ADMISSION

Admission to the M.B.A. program is open to holders of baccalaureate degrees from accredited colleges or universities. Applicants must submit (1) a completed application form with a nonrefundable $25 application fee; (2) two official copies of transcripts of all colleges and universities attended—undergraduate, graduate, and professional; (3) score on the Graduate Management Admission Test (GMAT); and (4) three letters of reference from individuals concerning the applicant's work experience and academic performance. Applications must be submitted no later than July 15 for the fall semester, November 15 for the spring semester, and April 15 for the summer session. Applications submitted after these dates will be considered for the following semester. The school does not expect to admit an applicant whose grade-point average is below 2.5 (on a 4.0 scale) and whose GMAT score is below 450.

EXPENSES

Tuition for graduate courses in the M.B.A. program is $120 per credit hour.

FINANCIAL ASSISTANCE

The W. Paul Stillman School of Business offers graduate assistantships each year for students interested in pursuing a degree in business on a full-time basis. Applications for these assistantships must be filed prior to March 1 of the academic year preceding the one for which the award is desired. A graduate assistant is assigned 20 hours of work per week and receives a stipend of $2,600 for a nine-month period. In addition, the assistant receives remission of tuition, but not of fees, for 12 credit hours per semester. Information regarding other available forms of financial aid may be obtained from the Office of Financial Aid.

PLACEMENT

Prospective graduates of the W. Paul Stillman School of Business are assisted by the Career Planning and Placement Center in finding suitable positions. More than a hundred leading companies recruit regularly on campus.

CORRESPONDENCE

For further information, contact

Office of the Dean
W. Paul Stillman School of Business
Seton Hall University
400 South Orange Avenue
South Orange, New Jersey 07079

SHENANDOAH COLLEGE AND CONSERVATORY OF MUSIC

WINCHESTER, VIRGINIA

Shenandoah College and Conservatory of Music is a nondenominational, private, coeducational school with historic ties to the United Methodist Church. A broad liberal arts program at the undrgraduate level offers degrees in allied health, arts and sciences, music and management. The graduate management program was established in 1975 as a consortium with Mount St. Mary's in Emmitsburg, Maryland. Since May of 1980 it has operated a separate program of Shenandoah's graduate division.

The campus is located in Winchester, Virginia, a community (including the surrounding county) of nearly 54,000. Winchester, part of the historic Shenandoah Valley, is less than 70 miles from Washington, D.C.

In addition to campus facilities, the Management Department has access to the resources of a large number of national and multinational industries in the area, both for field research and as a source of instructional staff.

PROGRAMS OF STUDY

The Master of Business Administration (M.B.A.) is designed to prepare individuals for professional and managerial positions with decision-making responsibilities in both profit-making and not-for-profit institutions. The program emphasizes the "systems" approach to management, i.e., the application of decision-making techniques, management science, and computer-based information systems to the functions of the organization. An interdisciplinary approach to the administration of the firm is emphasized.

Shenandoah offers both full- and part-time programs which operate on a 3-semester year (16 weeks per semester). The program emphasizes evening and Saturday classes.

The degree requirement is 36 credit hours with a grade-point average of 3.0 or better (45 credit hours are required if the undergraduate degree is nonbusiness related). Part-time students are limited to 6 credit hours per semester; full-time students may take 12 credit hours per semester.

Concentrations are available in accounting, economics, management, and personnel and industrial relations. The program includes opportunities for students to intern with local industries.

ADMISSION

Admission to graduate study at Shenandoah is based on evidence that the applicant has obtained a bachelor's degree from an accredited institution of higher learning. An applicant should have earned an undergraduate grade-point average of least 2.5 on a 4-point scale. The Management Division requires the Graduate Management Admission Test (GMAT), two letters of recommendation, and the undergraduate or graduate transfer transcripts. Up to nine hours of graduate credit may be transferred.

Admission of students to graduate programs is a two-step process, initially involving admission to graduate study followed by admission into candidacy for the degree by the Management Department after the student has satisfactorily completed 12 credit hours. Applications are accepted throughout the year; notification is on a rolling basis. Semesters begin in January, May, and August.

EXPENSES

Expenses for the 1980-81 academic year:

Application fee	$20
Tuition, per credit hour	90
Graduation fee	35

All graduate charges (full- or part-time) are by credit hour.

FINANCIAL ASSISTANCE

Financial aid is available in the form of government loans, commercial loans, or veteran's benefits.

PLACEMENT

The Placement Office at Shenandoah maintains placement files, provides for campus interviews, and posts job openings.

CORRESPONDENCE

For information, write or call
Dwight Moore
Director of Admissions
Shenandoah College and Conservatory of Music
Winchester, Virginia 22601
Telephone: 703-667-8714

SHIPPENSBURG STATE COLLEGE

SHIPPENSBURG, PENNSYLVANIA

Shippensburg State College is located in the beautiful Cumberland Valley in the community of Shippensburg, a town of approximately 8,000 residents. The town and campus are 40 miles southwest of Harrisburg and 100 miles northwest of Washington and Baltimore.

Founded in 1871, Shippensburg State College is one of 14 state-owned institutions of higher education in Pennsylvania. Shippensburg State College is fully accredited by the Middle States Association of Colleges and Secondary Schools. The college welcomes students from all racial, religious, national, and socioeconomic backgrounds.

The academic year for graduate work leading to the Master of Business Administration (M.B.A.) degree comprises two semesters and two summer sessions. The first semester begins in early September and ends just before the Christmas holidays. The second semester begins in mid-January and ends in mid-May. Each summer there are two six-week sessions. The program is planned for full-time or part-time students.

PROGRAM OF STUDY

Recognizing the need for M.B.A. students to have adequate proficiency before enrolling in M.B.A. courses, all M.B.A. candidates will be evaluated in terms of their backgrounds in statistics, economics, management, accounting, finance, and marketing. Students will be required to take foundation courses in those areas where their background is judged deficient. The M.B.A. program consists of 21 hours of foundation courses (which may be waived depending upon the academic background of the particular student or upon the results of optional proficiency tests), 24 hours of advanced core courses, and 6 hours of electives. A minimum of 30 hours, with a maximum of 51 hours, is required to complete the program. This assumes that students have a proficiency in mathematics through calculus and a knowledge of computer information technology. Students without an adequate background in these areas will be required to take necessary course work.

Twenty-four of these 30 credits involve a core curriculum which is required of all candidates. These include managerial economics, management applications of multivariate statistics, financial management, behavioral factors in management, quantitative analysis for business, consumer and buyer behavior, accounting for management control, and management policy formulation. The balance of courses is chosen from the specialized fields offered: accounting, finance, data processing, marketing, management science, or management. Electives need not be chosen from one field, but all electives must be approved by the student's adviser.

ADMISSION

Applicants for admission to the M.B.A. program must submit (1) a completed application form with a $10 application fee, (2) transcripts of all college-level work showing the satisfactory completion of a bachelor's degree, and (3) scores on the Graduate Management Admission Test (GMAT). Applications should be filed prior to the opening of the semester for which admission is sought. Foreign students are required to take the Test of English as a Foreign Language (TOEFL) and present an affidavit of financial support.

Applicants not having the undergraduate degree in business administration will be required to satisfy this deficiency by completing up to 21 hours of foundation courses.

EXPENSES

Graduate tuition is $62 per credit for residents and nonresidents of Pennsylvania. For full-time study the tuition costs are $550 per semester for residents and nonresidents of Pennsylvania. Other fees include a student union fee of $10 per semester and an application fee of $10.

There is no on-campus housing provided for graduate students during the regular academic year. Rooms and apartments are available within walking distance of the campus, with apartments for married students usually starting at about $125 per month. Less expensive accommodations may be found within the community. The charge for room and board for the summer sessions is approximately $32 per week. All fees are subject to change without notice.

FINANCIAL ASSISTANCE

Graduate assistantships, available during the regular academic year, provide stipends of $2,705 for the nine-month appointment. Graduate assistants are required to contribute up to 20 hours of service per week in assigned professional activities and must register for 9 semester-hour credits per semester with course fees waived. Application forms may be obtained from the Graduate Office. To be eligible for appointment as a graduate assistant, an applicant must have been admitted to graduate study.

National Direct Student Loans are available to those students who qualify. Approval of loans depends upon the student's need for financial assistance and the availability of funds. Application forms may be obtained from the Director of Financial Aid. Students interested in information concerning additional sources of financial assistance should also consult the Director of Financial Aid.

PLACEMENT

An active Placement Office is maintained for students in the M.B.A. program and for alumni.

CORRESPONDENCE

Correspondence concerning the M.B.A. program offered at Shippensburg State College should be addressed to

Dean of Graduate Studies
Shippensburg State College
Shippensburg, Pennsylvania 17257

SIMMONS COLLEGE

BOSTON, MASSACHUSETTS

Located in Boston, Simmons College with its graduate schools is one of the nation's largest private women's colleges. The intensive 12-month Graduate Program in Management, leading to an M.A. in Management, is designed expressly to meet rapidly growing needs of business, industry, and nonprofit organizations for competent women managers. Simultaneously it seeks to meet the needs of individual women who, in growing numbers, are pursuing management careers. Although the program addresses especially the needs of women in management, it is also open to qualified men.

PROGRAM OF STUDY

The program's emphasis is on the acquisition of functional competence in the traditional areas such as operations management, accounting, finance, and marketing and on the development of behavioral insight and skills. The latter emphasis is reflected in the program's distinctive behavioral component which centers on three issues: women's traditional view of themselves, their role, and their place; men's attitudes and assumptions at a critical operational level, middle management; and organizations—the existing culture of beliefs and assumptions, the climate of day-to-day relationships, the accepted system of implicit and explicit rewards, and the structure of roles and relationships hitherto accepted as appropriate only for men. This fundamental shift in emphasis and its concentration at a critical management level for women, middle management, distinguishes the Simmons program from traditional programs in business administration.

The program of study consists of the following courses:

- *Functional*—Economic Analysis for Managers, Quantitative Analysis for Managers, Management Information Systems, Managerial Accounting, Accounting for Control, Finance, Financial Analysis for Decision Making, Marketing Management, Market Planning and Strategy, Operations Management, Operations Planning, and Production Systems;
- *Behavioral*—Organizational Structure, Management and Behavior I and II;
- *Integrative*—The Middle Manager: Issues and Problems, and Leadership in Management: Policy, Personality, Strategy.

A six-week internship or independent study project is required of each student.

The year of full-time study, beginning in September and ending in August, comprises three semesters during each of which the student takes six courses. Part-time study may be completed in two to five years, with most courses meeting in the early morning and late afternoons.

ADMISSION

Two types of students are considered for admission to the program. The first is the traditional applicant, a candidate who possesses a bachelor's or higher degree from an accredited educational institution. Nontraditional applicants are women who, for a variety of reasons, did not complete an undergraduate education. These women represent an important part of the student body. The admissions decision in the case of such applicants does not attempt to equate their experience and accomplishment with the content of a bachelor's degree. Rather it issues from a process of determining whether the applicant presently possesses the skills, capacities, and breadth of intellect needed for successful completion of the rigorous academic work required for the award of the degree. Nontraditional applicants are required to submit a detailed record of their career accomplishments and a full list of all educational experiences such as in-house training programs and courses offered by professional associations.

Applicants for admission to the Graduate Program in Management are required to submit a completed application form, transcripts from all colleges and universities attended since high school, three recommendations on forms provided with the application, and scores on the required Graduate Management Admission Test. Interviews are not usually required. A rolling admission system is followed; however, students should submit applications by March 31.

EXPENSES

Expenses are as follows:

Application fee, nonrefundable	$ 20
Tuition deposit, applicable to tuition but nonrefundable	50
Tuition for the 12-month, 45-hour program ($200 per credit hour)	9,000
Student activity fee ($15 per semester)	45
Total cost	$9,065

This tuition covers 12 months or the equivalent of 3 semesters of full-time work.

FINANCIAL ASSISTANCE

The program participates in federal student loan plans, administers its own loan fund, and has some scholarship money available. Requests for information about financial aid should be directed to the Student Financial Aid Office, Simmons College, 300 The Fenway, Boston, Massachusetts 02115.

PLACEMENT

The Career Planning and Placement Office offers a variety of services such as resume writing and interview workshops in addition to an active recruiting schedule. Starting salaries for Simmons graduates are consistently well above the national average.

CORRESPONDENCE

For catalog and an application, please write

Simmons College
Graduate Program in Management
409 Commonwealth Avenue
Boston, Massachusetts 02215

Department of Management Studies

SONOMA STATE UNIVERSITY

ROHNERT PARK, CALIFORNIA

Sonoma State University is a small liberal arts institution located about 50 miles north of San Francisco on the edge of the metropolitan Bay Area. The Department of Management Studies offers programs of study leading to both the Bachelor of Arts and the Master of Arts in management. The department views management as an applied social science. The campus has, for its size, considerable resources available to students including a library which maintains a fine collection of breadth and distinction. Emphasis is placed upon maintaining a close relationship between students and faculty.

The primary objective of the M.A. program in management is to prepare graduates for positions of leadership in organizational settings in the private sector, in government, or in the community. The program attempts to provide the student with various approaches, tools, and areas of knowledge which may be useful in management. In addition to a working understanding of contemporary management, the student will develop appreciation of economic, social, legal, and political trends in the increasingly complex environment within which management must operate. Furthermore, through intensive study in a chosen area of specialization, the student has an opportunity to focus closely upon a problem of his or her particular interest.

PROGRAM OF STUDY

The admissible student's undergraduate degree may not always be in management or in business administration, so all students must complete course work in five core areas before admission to classified status. Students formally admitted to the program in classified status must then complete 30 semester units of approved postgraduate work; 21 must be taken in residence, and at least 15 must be in graduate-numbered courses. A maximum of 9 units of postgraduate work may be transferred to the program from extension studies or other institutions, subject to approval of the student's faculty advisor. In addition, the student must conduct a thesis investigation under the direction of a faculty committee. An individual program of study will be designed by each student in consultation with a faculty advisor. Various fields of concentration which may be followed include such areas as human relations, management theory and organizational behavior, history of management theory, community environment of management, finance, marketing management, managerial economics, and quantitative methods in management.

ADMISSION

Admission to the classified graduate program in management is determined by a faculty screening committee. The criteria include a score of 450 on the GMAT; a grade-point average of 3.00 on the last 60 semester units of college work; evidence of skill in written communication; other evidence of ability to undertake graduate study successfully; and completion of course work in five core areas—economics, sociology of management (for example, organization theory), psychology of management (for example, human resources theory), quantitative methods, and ethnic studies/women's studies.

EXPENSES

All students enrolled in more than six units pay $119 per semester. Students who are nonresidents of California pay $72 per unit for fewer than 15 units and $1,080 for 15 or more units.

PLACEMENT

The college maintains an Office of Career Planning and Placement which can assist students who are seeking employment.

CORRESPONDENCE

For further details or to request an application for admission, please contact

Graduate Coordinator
Department of Management
Sonoma State University
Rohnert Park, California 94928

SOUTHEAST MISSOURI STATE UNIVERSITY

CAPE GIRARDEAU, MISSOURI

Southeast Missouri State University was established in 1873 in Cape Girardeau, Missouri. The city is along Interstate Highway I-55 in the Mississippi River Valley adjacent to the Ozark Mountains. The university serves approximately 35 counties in southeast Missouri including St. Louis county. The university serves both full- and part-time students. All Master of Business Administration (M.B.A.) courses designated for graduate students are offered only in the evening during the academic year. Courses which may be taken by both graduate and undergraduate students are offered during the day and in the evening.

PROGRAM OF STUDY

The Master of Business Administration degree program provides exposure to management skills in business administration with areas of concentration in accounting, management, and marketing. The program allows flexibility to provide advanced specialized and technical preparation in business. The program encourages additional study in business research and analysis of business problems.

M.B.A. students must either complete the following requirements as part of their undergraduate program or complete the requirements as part of their M.B.A. plan of study before enrolling in courses for graduate credit.

	Semester Hours
Elementary Accounting I	3
Elementary Accounting II	3
Fundamentals of Management	3
Marketing	3
Business Correspondence and Reports	3
Business Statistics	3
Business Law I	3
Corporate Finance	3
	24

M.B.A. students must complete 32 semester hours of graduate course requirements. A minimum of 16 hours of graduate courses must be from those courses designated for graduate students only. One course must be taken in three of the following four areas: accounting, management, marketing, and finance. A concentration of nine hours must be selected from one of the following three areas: accounting, management, and marketing. A minimum of 21 hours of business courses must be taken as part of the 32 hours of graduate study. One computer science course and one quantitative analysis course are required on the undergraduate or graduate level. One graduate course in methods of research is required which should be taken in the first semester of graduate study. An M.B.A. research paper or creative project must be completed in conjunction with one of the graduate courses taken as part of the M.B.A. program. Students must maintain a 3.0 grade-point average and are required to pass a written comprehensive examination in the last semester of graduate study.

ADMISSION

Applicants who wish to enroll in the M.B.A. program must be admitted to graduate studies and have a baccalaureate degree or the equivalent from an accredited institution. Applicants must show potential for continued success as a graduate student in business studies.

Major criteria used by the M.B.A. Admissions and Advisory Committee in evaluating applicants are as follows: (1) undergraduate grade-point average; (2) undergraduate grade-point average in last 60 hours; (3) score on the Graduate Management Admission Test (GMAT); and (4) employment and academic references (when requested).

Additional criteria used to evaluate international students will include the score on the Test of English as a Foreign Language (TOEFL). International students must also submit an Official Statement of Finances.

EXPENSES

Transcript evaluation fee	$10
Registration (per semester hour for resident and nonresident students, maximum of $205)	$29
On-campus, single student housing (per semester, estimate)	$650-750

These expenses are subject to change each semester.

FINANCIAL ASSISTANCE

A limited number of assistantships and fellowships are available to highly qualified full-time students.

PLACEMENT

The facilities of the Office of Career Services are available to assist students and alumni in job selection.

CORRESPONDENCE

For further information on the M.B.A. program at Southeast Missouri State University, write or call

Dean of the College of Business or
Coordinator of the M.B.A. Program
College of Business
Southeast Missouri State University
Cape Girardeau, Missouri
Telephone: 314-651-2112 or
314-651-2547

SOUTHEASTERN LOUISIANA UNIVERSITY

HAMMOND, LOUISIANA

Southeastern Louisiana University is located in Hammond, Louisiana which has a population of approximately 15,000. Hammond is the largest city in Tangipahoa Parish (county) situated in southeastern Louisiana. Located at the junction of Interstate Highways I-55 and I-12, the university draws approximately 97 percent of its enrollment from an area within an 80-mile radius of Hammond.

PROGRAM OF STUDY

The Master of Business Administration is a professional degree which is offered as an interdisciplinary program by the various departments of the College of Business. The major objectives of the graduate program in business administration are: (1) provide students with broad preparation in business administration, and (2) develop problem-solving and decision-making abilities through case study, gaming, seminars, research, and reading in conjunction with lectures. The Master of Business Administration degree is granted upon the completion of one of the following prescribed programs. Two plans are offered: Plan I, a one-year program, for students having a bachelor's degree with a business major; Plan II, a two-year program, for students with nonbusiness bachelor's degrees.

Undergraduate requirements under Plan I include a bachelor's degree with at least 30 semester hours in business from an accredited institution. The 30 semester hours must include accounting, electronic data processing, economics, business statistics, business finance, management, marketing, and business law. A student with deficiencies in his undergraduate requirements may not enroll in those course areas for graduate credit until the deficiencies are removed. The graduate-level requirements under Plan I are the following: a student having a satisfactory undergraduate business degree will be required to complete, with a B average, 33 semester hours of graduate work. Not more than 6 semester hours with a grade of C and no grade below C will be accepted for graduate credit. The program will include the following outline of courses: (1) Accounting Analysis for Business Decisions, (2) Business Research, (3) Intermediate Business Statistics, (4) Financial Policies, (5) Organization Theory, (6) Managerial Economics, and (7) Advanced Marketing Policies and Problems. Approved electives are selected from the following areas (1) accounting, (2) business administration, (3) economics, and (4) marketing.

A student having a nonbusiness undergraduate degree must complete 30 semester hours of specified undergraduate business and economics courses and 33 semester hours of graduate courses. (See paragraph describing Plan I for an outline of the graduate courses.) The undergraduate courses are as follows: (1) Principles of Accounting, (2) Principles of Economics, (3) Electronic Data Processing, (4) Business Finance, (5) Business Law, (6) Principles of Management, (7) Principles of Marketing, and (8) Business Statistics. Before scheduling graduate courses in a given subject area, the student must remove any undergraduate deficiencies in that area.

ADMISSION

Admission is open to qualified students who hold the baccalaureate degree from an accredited college or university. All applicants are required to submit scores on the Graduate Management Admission Test (GMAT).

Each applicant for admission to the program will be evaluated on his overall qualifications by the M.B.A. Director. In making his decisions the Director will be guided by the applicant's (1) undergraduate record, (2) score on the Graduate Management Admission Test, (3) letters of recommendation submitted in his behalf, (4) managerial and executive potential as evidenced by his undergraduate activities, military service experience, and/or professional managerial experience, and (5) personal statement of career objectives.

EXPENSES

Application fee	$ 5
Application fee (out-of-country students)	15
Registration fee (per semester hour)	15
Books and supplies rental fee (per hour)	2
Room rent	257
Meal ticket (7-day plan)	412

FINANCIAL ASSISTANCE

A limited number of scholarships and assistantships are available for full-time students. Loans through commercial and governmental sources are available.

PLACEMENT

The facilities of the College Placement Office are available to assist students and alumni in job selection.

CORRESPONDENCE

For further information on the M.B.A. program at Southeastern Louisiana University, write or call

Director of the M.B.A. Program
Southeastern Louisiana University
Hammond, Louisiana 70404
Telephone: 504-549-2051

SOUTHEASTERN MASSACHUSETTS UNIVERSITY

NORTH DARTMOUTH, MASSACHUSETTS

Southeastern Massachusetts University (SMU) is a public, coeducational university located between Fall River and New Bedford, Massachusetts, on a 710-acre campus, near Buzzards Bay and Cape Cod. There are 300 faculty members who teach in the five undergraduate colleges (Arts and Sciences, Business and Industry, Engineering, Visual and Performing Arts, Nursing). Twelve graduate master's degree programs are offered. More than 5,000 students attend day classes with another 2,000 taking courses in the Division of Continuing Studies. SMU's award-winning architecture is the work of Paul Rudolph.

PROGRAM OF STUDY

In the complex world that confronts today's executive, there is an ever-increasing need for competence across a wide range of disciplines. Spectacular strides in science and technology, rapid growth of population, and a continuously expanding international scene are but a few of the specters which have created the situation that caused John W. Gardner to report that: "even excellent institutions run by excellent human beings are inherently sluggish, not hungry for innovation, not quick to respond to human needs, not eager to reshape themselves to meet the challenge of the times."

The major purpose of the program leading to a degree of Master of Business Administration (M.B.A.) at SMU is in keeping with the mission of SMU to be the university of the region. Over a period of years then, the resulting pool of well-trained management people will prove to be an asset to regional efforts toward rejuvenation of the southeastern Massachusetts area.

At the same time, content flexibility in the M.B.A. program should enable the recipient to seek a basic preparation in effective business decision making, which will be applicable to business operations anywhere in the United States—or, indeed, the world.

Graduate education in business at Southeastern Massachusetts University will focus on problem solving across the broad range of management concerns. Emphasis throughout the program will be on the integration and synthesis of course material in terms of its application to business policy decisions and administrative action. Written and oral expression, the handling of interpersonal relations, and the ability to design and carry out projects will be stressed.

The program is offered through the Division of Continuing Studies as a part of Evening Sessions. As such, the program will be self-supporting. Such a program can be diverse in nature, with the resources of the university being drawn upon for faculty and facilities.

The business faculty believes that the concepts and practices of management being dealt with are global in nature and intends that they be presented as such. Only in this manner can the student be assured of the worth and general applicability of the program undertaken.

ADMISSION

Admission to the M.B.A. program is open to all qualified men and women who hold a bachelor's degree from an accredited undergraduate institution. A number of factors are considered in evaluating applications: the applicant's intellectual development as evidenced by previous academic work, the score on the Graduate Management Admission Test (GMAT), extracurricular activities, employment experience, references, and the applicant's comprehensive statement of objectives (required as part of the application).

Completed applications, GMAT score, transcripts, and reference forms should be submitted no later than April 15 for the fall semester and by August 15 for the spring semester. Applications received after these dates may not be processed before the beginning of classes.

Courses customarily meet one evening a week for two and three-quarter hours per session. It may be possible to take certain electives by enrolling in day sections, but permission must be obtained beforehand from the Program Advisor. Depending on foundation course preparation, a student taking two graduate courses per semester (considered to be a full load) during the academic year (from September to May) will be able to complete the required work for the M.B.A. in three years. For someone working full time taking more than two courses per semester should be discussed with the Program Advisor before enrolling in the extra course(s).

EXPENSES

Graduate tuition, per credit hour	$60
Registration fee	10
Student fee, per credit hour (maximum of $20 per semester)	3

These figures may vary as time goes on. For current rates, please refer to the appropriate Division of Continuing Studies Course Announcement Bulletin.

CORRESPONDENCE

For additional information, please write or call

Dean Richard J. Ward
College of Business and Industry *or*
J. Roland Richard, Coordinator M.B.A. Program *or*
Sandra White, Assistant to the Dean
Division of Continuing Studies
Southeastern Massachusetts University
Old Westport Road
North Dartmouth, Massachusetts 02747
Telephone: 617-999-8000

SOUTHERN ILLINOIS UNIVERSITY AT CARBONDALE

CARBONDALE, ILLINOIS

Southern Illinois University at Carbondale is a multipurpose diversified university that, since its establishment in 1869, has sought to meet the educational needs of the times for the people whom it serves as a public institution. It is fully accredited by the North Central Association of Colleges and Secondary Schools.

The Carbondale campus now numbers over 23,000 students. It is located in the city of Carbondale (population 27,000) 100 miles southeast of St. Louis, Missouri. The undergraduate and Master of Business Administration (M.B.A.) programs offered by the College of Business Administration are fully accredited by the American Assembly of Collegiate Schools of Business. A Master of Accountancy degree is also offered by the college, as is a Doctor of Business Administration degree.

PROGRAM OF STUDY

A minimum of 30 semester hours of course work is required for those who have completed the necessary background courses in accounting, computer science, economics, finance, legal environment, management, marketing, production management, quantitative methods, and statistics. A student with no previous course work in any of these areas may be required to complete up to an additional 33 semester hours. The academic record of each candidate will be reviewed to determine the extent to which these foundation courses have been completed in a satisfactory manner.

Students must complete successfully (maintain at least a B average) Business Policy, and four of the following core courses: Operations Research, Managerial Accounting, Financial Management, Managerial and Organizational Behavior, and Marketing Management. The course in Business Policy is taken during the student's last semester and includes a study of a number of comprehensive cases, managing aspects of a simulated business in a competitive environment, and a final examination.

Candidates who receive permission to write a thesis must complete a minimum of 27 semester hours of course work plus an acceptable thesis, for which 6 semester hours of credit are assigned.

The full-time student who qualifies for the minimum program in terms of course work requirements may normally expect to complete the M.B.A. degree in one calendar year (two semesters plus a summer session). Selection of an area of concentration not to exceed 12 semester hours may be made from one of the following: administrative sciences, finance, or marketing. A concentration in accountancy is available which allows up to 15 semester hours of course work in accountancy.

ADMISSION

A prospective student must be admitted both to the SIU-C Graduate School and to the M.B.A. program. Basically the procedure is as follows:

- submit application forms for graduate study to the Graduate Admissions Office and
- have official transcripts of all previous college work mailed to the Graduate Admissions Office.

Requirements for admission to the Master of Business Administration program are as follows:

- completion of all admission requirements set forth by the Graduate School of Southern Illinois University;
- a baccalaureate degree or its equivalent from an accredited institution;
- an undergraduate cumulative average of 3.0 (4.0 = A) is preferred, but no less than 2.5 is required;
- an acceptable score on the Graduate Management Admission Test.

Students who do not possess a degree from an accredited university in the United States are required to have an acceptable score on the Test of English as a Foreign Language (TOEFL).

EXPENSES

At the present time, tuition and fees for Illinois resident graduate students amount to approximately $500 per semester. Non-Illinois residents pay approximately $1,200.

The average cost of room and board in university residence halls is $2,004 per academic year. One- to three-bedroom apartments are available in university housing with rents varying from $157 to $214 per month, including utilities. Off-campus housing, which includes trailers, private dormitories, apartments, and houses, varies widely in price and quality.

FINANCIAL ASSISTANCE

Graduate fellowships are awarded by the Graduate School on the basis of scholarship and recommendation from the proposed department of study. The stipend for graduate fellowships for one calendar year is $4,510 plus remission of tuition (but not other fees). A student seeking the master's degree may hold a graduate fellowship for no more than one calendar year. Graduate assistantships provide a stipend of at least $3,600 for the academic year of nine months plus remission of tuition (but not other fees) and require service of 20 hours per week. Inquiries regarding graduate assistantships and fellowships should be directed to the Associate Dean, Graduate Programs in Business Administration.

PLACEMENT

M.B.A. students are assisted in placement both by the SIU-C Career Planning and Placement Center and by the faculty and administration of the College of Business and Administration.

CORRESPONDENCE

For further information, write or call

Associate Dean for Academic Programs
College of Business and Administration
Southern Illinois University at Carbondale
Carbondale, Illinois 62901
Telephone: 618-453-3328

SOUTHERN ILLINOIS UNIVERSITY—EDWARDSVILLE

EDWARDSVILLE, ILLINOIS

Southern Illinois University at Edwardsville, a 2,600-acre campus, is located on the Illinois side on bluffs overlooking the Mississippi River Basin, 17 miles northwest of downtown St. Louis. The university reached an enrollment of 10,000 in the fall of 1980, with over 2,000 graduate students. Master's level work is offered in some 35 fields, and doctoral-level work has started in the School of Education. The library holdings exceed half a million volumes and continue to expand. The campus has received national acclaim for its outstanding aesthetic and functional qualities.

PROGRAM OF STUDY

The Master of Business Administration (M.B.A.) degree program provides an educational foundation upon which executive careers may be built. The program has been developed with the management "generalist" in mind. The "generalist" approach is founded upon the educational philosophy and business experience that the Graduate School can best serve the student's professional interests if it develops his awareness, understanding, and competence to deal with the problems faced by line managers. Through graduate business study, qualified college or university graduates become knowledgeable in the disciplines underlying business operations and view business organizations as integrated systems. Attention is directed toward the management of human resources in the business firm and the economic, political, social, and international forces shaping the firm's external environment.

This program is designed to accommodate the student who is employed full time. Course offerings are scheduled during the 12 months so that a student may take one or two courses a quarter. It is expected that each foundation and core course will be offered at least once each year in one of the following formats: day, evening, or weekend.

The Master of Business Administration degree program requires a minimum of 48 quarter hours of graduate-level courses plus, when necessary, any courses needed to make up deficiencies in the student's educational background. Deficiencies are determined on an individual basis. Normally, such work will not exceed 32 quarter hours.

The program is designed to

- prepare professional managers and executives for present and future administrative roles,
- facilitate the education of full-time employed individuals who wish to earn the M.B.A. degree as part-time students,
- provide a broad-based administrative core with the option to select electives beyond the core in a wide variety of areas.

The foundation courses are designed to provide the student who is missing basic business courses with the opportunity to prepare for graduate-level work. Students may be given waivers in the foundation courses on the basis of undergraduate course work or proficiency examinations.

The program of study has been designed for the individual who desires to continue his professional development through graduate study. Proven educational innovations are combined with currently accepted administrative practices to offer an unusual approach to continuing graduate study in administration. Courses in the core are Managerial Accounting, Managerial Economics, Financial Management, Corporate Policy Formulation and Administration, Management of Organizational Behavior, Marketing Management and Policy, and Operations Management.

Electives provide the student with the opportunity to study at least two areas in some depth. Students will take 5 elective courses (20 quarter hours) of graduate work with not more than 4 courses in one area. Electives are available in all business and economic specialties. A comprehensive examination is required.

ADMISSION

A Master of Business Administration degree policy committee supervises admission to the M.B.A. program. The admission requirements of the Graduate School are to be met, and all applicants to the program must take the Graduate Management Admission Test (GMAT). In making admission decisions, the policy committee is guided by the AACSB accreditation standards. To be admitted to the program, applicant's scores on the following formula must exceed 950: 200 UGPA (A = 4.0) + GMAT.

EXPENSES

Tuition	*Not more than 5 hours*	*More than 5, less than 12*	*12 or more hours*
Illinois resident	$ 73.00	$146.00	$220.00
Out-of-state resident	219.00	438.00	660.00
Student welfare and recreation building trust fund fee	3.00	4.50	6.00
Student activity fee	11.75	20.45	20.45
University center fee	25.50	29.00	32.50
Athletic fund fee	7.00	13.00	19.00
Student-to-student grant	1.50	1.50	1.50
Total—Illinois resident	$118.75	$209.95	$293.45
Total—Out-of-state resident	$264.75	$501.95	$733.45

Information about living facilities may be obtained from the University Housing Office.

FINANCIAL ASSISTANCE

Financial assistance, fellowships, and graduate assistantships are also available and are awarded by analysis of individual case applications.

PLACEMENT

Placement assistance is offered to students through the university placement services.

CORRESPONDENCE

For further information, write to

Dean
School of Business
Southern Illinois University—Edwardsville
Edwardsville, Illinois 62026

SOUTHERN METHODIST UNIVERSITY

DALLAS, TEXAS

Emphasizing the development of general management skills, the Master of Business Administration (M.B.A.) program of Edwin L. Cox School of Business at Southern Methodist University (SMU) offers a unique opportunity for men and women to learn through an active and involving academic curriculum. The Cox School of Business approach is innovative, practical, and individualistic.

SMU's first M.B.A. degree was authorized in 1949 by the Board of Trustees and has progressed since then into a fully accredited degree of national prominence. Cox School of Business in recent years has focused on the primary objectives of academic excellence and business involvement, the two cornerstones underlying all school programs. The school's objectives are the development of high-quality students and faculty, increased endowment funding, the pursuit of excellence in teaching and research, and close involvement with the business community both through programs of executive education and use of the business community as a living laboratory for students. Cox School of Business is housed in the Fincher Building on the beautiful SMU campus, which is only five miles from the center of downtown Dallas. The Dallas/Fort Worth metroplex is one of the fastest growing areas in the United States and offers M.B.A. students a Sunbelt location plus a vital, involving relationship with the business community.

Experience-based learning and flexibility in learning modes are emphasized at SMU. While theory is important, the application of theory to real-life situations is stressed. The M.B.A. program offers three basic learning options: lecture-discussion, case studies, and directed studies-internships.

The M.B.A. program is staffed by 60 full-time faculty members with a strong commitment to teaching and research. Four endowed chairs are held by distinguished scholars in financial management, real estate, organizational behavior and administration, and accounting.

PROGRAMS OF STUDY

The M.B.A. degree is offered in three ways: a full-time one-year program, a three-year, part-time program, and an executive M.B.A. program for senior managers. All programs are scheduled on a trimester basis. The full-time program begins only in the fall trimester.

The full-time program lasts one calendar year, from August to August. Each student takes 27 credit hours of required courses and 21 credit hours of electives, for a total of 48 credit hours. Core courses are required in accounting, management science and computers, economics, finance, marketing, individual and organizational behavior, operations management, legal environment of business, and management of the total enterprise.

The three-year, part-time program is designed for those students who wish to continue working while pursuing their M.B.A. degree. Classes are scheduled on weekday evenings and Saturday mornings. Degree requirements are the same as those for the full-time program.

The executive M.B.A. is a specially designed M.B.A. program for senior managers. Candidates in this program have at least five years significant managerial experience and are sponsored by their companies. Classes are scheduled all day Friday and Saturday twice a month for six consecutive trimesters or two calendar years.

ADMISSION

Integral to the philosophy of the Cox School of Business is the belief that management demands more than raw intelligence or an accumulation of specific management tools. The basic policy of the Admissions Committee, therefore, is to select from the applicant pool those individuals whose intellectual ability, administrative potential, and personal qualities best fit them for successful careers in management.

Each applicant is required to submit a typewritten application, transcripts from all colleges/universities attended, three letters of recommendation, Graduate Management Admission Test (GMAT) scores, and a $20 application fee. International students must also submit scores from the Test of English as a Foreign Language (TOEFL).

EXPENSES

Tuition for full-time and part-time students for 1980-81 was $160 per semester credit hour. The general fee was $21 per semester credit hour up to a total of no more than $250. The executive M.B.A. program fee is $2,000 per trimester for 6 trimesters.

FINANCIAL ASSISTANCE

The financial aid program at SMU is designed to give supplemental assistance to help students reach their educational goals. Forms of available aid include graduate assistantships, scholarships, loans, and Texas Tuition Equalization Grants. Information and application forms are available on request.

CORRESPONDENCE

For additional information on the M.B.A. program offered at Southern Methodist University, write or call

Admissions Coordinator
Graduate Programs
Cox School of Business
Southern Methodist University
Dallas, Texas 75275
Local Telephone: 214-692-2609
National Toll Free: 1-800-527-6817
Texas Toll Free: 1-800-442-6021

SOUTHERN OREGON STATE COLLEGE

ASHLAND, OREGON

Southern Oregon State College (SOSC) is located in Ashland within convenient walking distance of the city's center. Ashland, with a population exceeding 14,000, has a campus covering 175 acres in the foothills of the Siskiyou Mountains at the southern end of the Rogue River Valley. The Division of Business of Southern Oregon State College was formed in 1963. Since that time, the school has maintained a rapid growth, and today approximately 900 students major in business administration. In 1977, the legislature of the state of Oregon authorized SOSC to offer a Master of Science in Business Administration (M.S.B.A).

PROGRAM OF STUDY

The Master of Science in Business Administration degree is designed for both those who hold a degree in business and for those who hold a baccalaureate from another discipline. The program is designed to provide advanced study for the businessman and/or give professional people an opportunity for growth in current areas of business and management. The degree is specifically designed to allow the candidate an opportunity to both broaden horizons and to specialize in a specific area of interest, for example, accounting, management, marketing.

The M.S.B.A. degree requires 45 term hours in 3 phases: (1) a 15-hour core consisting of Administrative Accounting; Business, Society and Policy; Management of Human Resources; Statistical Applications for Management; and Business Research; (2) 15 term hours of graduate business electives in the student's selected area of interest; and (3) 15 term hours of electives, 6 of which must be in graduate economics and the remaining 9 of the student's choice.

The M.S.B.A. degree may be earned through full- or part-time study or a combination of both. The student has a 7-year period in which to complete the 45 hours of course work. A comprehensive written examination is a requirement of the M.S.B.A. degree. There is no thesis or foreign language requirement. The M.S.B.A. degree program may be started during the fall, winter, spring, or summer term.

ADMISSION

The school welcomes applications from men and women who will have received the baccalaureate degree from an accredited college or university. The applicant must have earned above-average grades and obtain an acceptable score on the Graduate Management Admission Test.

EXPENSES

Graduate tuition, per term, for 1980-81 was as follows:

Residents, full-time (9 hours or more)	$471
Nonresidents, full-time (9 hours or more)	802

Part-time student tuition is based on a sliding scale, and complete information may be obtained from the Registrar's office.

FINANCIAL ASSISTANCE

Graduate assistantships are available to applicants eligible for regular admission who have a B.B.A. or similar degree. A resume and two letters of recommendation are needed, and applicants should have all papers filed by March 15 for consideration for the following year. Other financial assistance is available through the Office of Financial Aids.

PLACEMENT

An active Placement Bureau is maintained for all students and alumni of Southern Oregon State College.

CORRESPONDENCE

For further information on the M.S.B.A. program offered at Southern Oregon State College, write or call

Coordinator of Graduate Studies in Business
School of Business
Southern Oregon State College
Ashland, Oregon 97520
Telephone: 503-482-6484

SOUTHWEST MISSOURI STATE UNIVERSITY

SPRINGFIELD, MISSOURI

Established as the Missouri State Normal School, Fourth District, by legislative statute in 1905, Southwest Missouri State University (SMSU) has evolved into a multipurpose institution of higher education. SMSU, the largest of the 5 regional state universities, is located in Springfield, the third largest city in Missouri, with a metropolitan population of over 200,000. The compact, attractive Springfield campus encompasses 121 acres, serves over 15,000 students, and employs over 1,100 full-time faculty and staff. The School of Business, one of 4 schools at SMSU, has an enrollment of approximately 3,500 undergraduate and 200 graduate students.

PROGRAMS OF STUDY

The School of Business at SMSU seeks to acquaint students with a broad understanding of the total business environment. Graduate programs are designed to prepare the student for a managerial, professional, or administrative career in business, government, education, and not-for-profit institutions.

The School of Business offers graduate courses through the Departments of Accounting (ACC), Finance and General Business (FGB), Information Systems Management (ISM), Management and Marketing (MMT), and Office Administration and Business Education (OBE). The Department of Office Administration and Business Education offers the Master of Science in Education (M.S. in Ed.) degree—directed primarily toward teaching of business subjects at the secondary school level.

The Master of Business Administration (M.B.A.) degree is a business school degree with courses taken in various departments. The program is specifically designed for students who hold undergraduate degrees in arts, science, engineering, and law, as well as for students who hold baccalaureate degrees in business administration. The program is designed to provide the background knowledge necessary for professional practice in the field of business. Students with little or no undergraduate work in business will normally require five semesters to complete the program. Students with appropriate prior academic preparation in business and economics may complete the program in one calendar year.

The M.B.A. degree requires 33 semester hours plus any prerequisite requirements. All students are required to complete a 21-hour core distributed in the following areas: managerial finance, managerial accounting, economic analysis, organization theory and behavior, advanced marketing theory and problems, quantitative methods for business decisions, and business strategy and policy. Each student is also required to complete a research project—thesis or seminar paper. For the remaining hours, students may concentrate in an area of their special interest—accounting, economics, data processing, finance, management, marketing, or office administration. A written comprehensive examination over the core requirement and the student's area of concentration is given during the student's final semester.

ADMISSION

Admission to the M.B.A. program is granted to graduates of accredited colleges and universities who fulfill the following provisions:

- The student must have received a bachelor's or master's degree from a regionally accredited college or university.
- The student must have attained an undergraduate grade-point average of at least 2.75 for the last 60 hours of academic work and a satisfactory score on the Graduate Management Admission Test (GMAT).
- Students who do not meet the minimum grade-point average but who have a record of satisfactory business experience or a strong performance on the GMAT will be considered for probationary admission.

Applicants from foreign countries whose native language is not English are required to submit scores on the Test of English as a Foreign Language (TOEFL). Normally, TOEFL scores of 550 or higher are required for admission.

Qualified applicants may enter the program at the beginning of any semester. However, applicants are encouraged to apply well in advance of the graduate school deadline.

EXPENSES

Semester expenses for tuition and incidential fees for full-time students are $300 for in-state students and $600 for out-of-state students. University housing, as well as private apartments and households, are available. Room and board in university housing ranges from $600 per semester for single students to $900 per semester for a married couple. Off-campus housing will vary from $300 to $1,200 per semester depending on size and location.

FINANCIAL ASSISTANCE

A limited number of assistantships are available. A stipend of $1,375 per semester and a waiver of tuition and fees normally accompanies each assistantships. Loans, part-time employment, and some cooperative education placements are available.

PLACEMENT

Services of a full-time Placement Office are available to graduate students. Several hundred companies and governmental agencies conduct on-campus interviews each semester. Graduates have found a wide variety of placements in all areas of the United States.

CORRESPONDENCE

For further information, write or call

Graduate Program Coordinator, School of Business
Southwest Missouri State University
Springfield, Missouri 65802
Telephone: 471-836-5646

STANFORD UNIVERSITY

STANFORD, CALIFORNIA

The Stanford Graduate School of Business, academically and physically an integral part of Stanford University, is located 30 miles south of San Francisco. The Stanford Master of Business Administration (M.B.A.) program seeks to provide students with the analytical tools to become first-rate managerial problem solvers in both the private and public sectors. Its concentration is clearly future-oriented; through its curriculum and faculty research, the program seeks to anticipate the roles of managers 10 to 30 years ahead, while developing the decision-making approaches necessary to manage in a rapidly changing environment.

The school offers the two-year Master of Business Administration degree, with special options in public management and health care administration. The Ph.D. is offered as well, as is the four-year J.D./M.B.A. degree in cooperation with the School of Law.

The school also offers a nine-month Master of Science (M.S.) in management degree in the Stanford Sloan Program, which is limited to 42 fully sponsored executives from industry, the public sector, and abroad. In addition, during the summer a variety of general and specialized executive management programs are offered.

PROGRAMS OF STUDY

The M.B.A. core curriculum derives from a commitment to develop what the school regards as the primary foundations of management. These are the ability to analyze problems, to weigh alternatives and make decisions, and to implement these decisions. The core curriculum provides a set of analytical tools sufficiently fundamental to be relevant to a broad range of management problems.

In terms of the program as a whole, the core curriculum is clearly much more than merely a series of "requirements" to be met before electives can be chosen. First, most students feel that one common dimension which tends to bind them together as a class is the shared experience of approaching the new material presented in the core. Second, the program emphasizes integration of concepts across courses. Finally, the intent is to build up the background which an individual brings to the program.

The first-year curriculum is designed to develop understanding and competence in four broad areas. The first of these, the internal or organizational environment of the firm, is concerned with human behavior and the way in which people function in different organizational structures and situations. A second area relates to the external environment of the firm, the economy, and society. In the third area, students are introduced to management problems in the functional areas of accounting, finance, and marketing. Finally, a fourth area is devoted to developing skills in the application of quantitative techniques to management problems, including computer and general information systems. The first-year core is intensive and structured; however, required courses are complemented with several electives. Also, all core courses may be exempted by examination; the exempted course is replaced by an advanced course taken from the management curriculum.

The second-year program provides a broad range of choices from which the student may elect advanced work in areas of management in which he or she has particular interest. Although breadth is stressed, each student may take additional courses in a chosen functional field. This is not a conventional specialization; rather, its purpose is to give the student an in-depth experience in some area of management, the research process, and methods of scientific analysis. Up to one-third of the second-year program may be taken in other schools and departments of Stanford University.

ADMISSION

The task of the Committee of Admissions is to select, from an applicant pool of approximately 5,000 candidates, the 300 candidates evidencing the highest potential for success as professional managers. Applications are evaluated in relation to the overall applicant pool in a given year; there are no "a priori" standards.

A completed application includes selected biographical data, employment history, responses to a series of essay questions, a number of recommendations written by persons of the applicant's own choosing, academic transcripts, and results of the Graduate Management Admission Test (GMAT). From these areas of the application, the committee derives information about, but not limited to, such issues as the candidate's demonstrated motivation, academic aptitude, communicative and interpersonal skills, maturity, achievement orientation, capacity to command the respect of others, energy level, and ability to exploit opportunities and available resources.

There are no part-time, evening, or summer programs.

EXPENSES

A realistic budget for a single person for this past academic year was approximately $11,545. A couple without children should expect a budget of approximately $15,960. These figures include this past year's cost of tuition ($6,285) and living expenses and are expected to increase for the academic year 1981-1982.

FINANCIAL ASSISTANCE

The M.B.A. program has a limited fellowship program and an extensive loan program. Loans of up to $8,000, over a two-year period, are available to citizens of the United States and Canada. Repayment begins six months after completion of the degree, and payments are spread over 5 to 10 years with special deferred plans for those choosing lower income employment. Stanford is a member of the Council for Opportunity in Graduate Management Education (COGME).

CORRESPONDENCE

For M.B.A. details (application deadline—April 23) write
Office of Admissions
Graduate School of Business
Stanford University
Stanford, California 94305
Telephone: 415-497-2769

For Ph.D. details (application deadline—February 16) write
Office of the Doctoral Program
Telephone: 415-497-2831

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STATE UNIVERSITY OF NEW YORK AT ALBANY

ALBANY, NEW YORK

The State University of New York (SUNY) at Albany is a major university center providing academic programs from the bachelor's through the Ph.D. level in many areas of the arts and sciences and in several professional schools. The main campus is located on a 350-acre site and includes a strikingly modern complex of buildings designed by Edward Durell Stone, one of the world's foremost architects.

PROGRAMS OF STUDY

Graduate study in the School of Business stresses abiding principles rather than present expedience, sharpened analytic powers rather than the accumulation of information, and broad development rather than narrow specialization. The school's programs have many innovative aspects and feature relatively small classes, close student/faculty contact, and requirements tailored to individual student needs. Graduate degrees offered include a Master of Business Administration (M.B.A.) and an M.S. in accounting, both of which are available for full- or part-time students.

The M.B.A. program provides a comprehensive education in business administration for holders of B.S. or B.A. degrees in arts and sciences, engineering, or professional areas. In the first semester, coverage of the disciplines of mathematics, statistics, economics, behavioral science, and accounting is achieved in a modular format which allows each student to adapt the program to his or her special needs. The second semester introduces concepts and methodologies from the functional areas of operations management, marketing, finance, and human resource management and begins the development of an integrative view of the management process. Team teaching, a business game, and group projects are used extensively.

The second year of the M.B.A. program builds skill in depth in one area on the firm foundation of the first year. The principal educational vehicle is the subprogram, which includes intensive course work taught in small groups and a major faculty/student team project conducted in a major corporation. Subprograms currently available include marketing, finance, human resource management, management information systems, and management science. The second-year program also includes course work in business policy and the social, legal, and political environment of business.

The field projects with major corporations, a dynamic, young faculty deeply committed to program development and innovation, and small classes with ample opportunity for interaction with the faculty and fellow students are major features of the SUNY-Albany M.B.A. program. The close contact with companies, which is a required aspect of the program for all M.B.A. students, has proven to be an excellent vehicle for job placement on completion of the program.

The Master of Science program in accounting is available in two versions—a 30-hour program for students with an undergraduate degree in accounting or business administration and a two-year program for students without prior training in accounting.

The newly developed two-year accounting program is designed to prepare B.S. or B.A. degree holders in such nonbusiness areas as arts and sciences or engineering for a career in accounting, one of the fastest growing professions. Courses in the program are compact and efficient. Requirements in economics, statistics, and finance are coordinated with the M.B.A. degree.

Students entering the 30-hour program in accounting must hold a bachelor's degree in accounting or business administration which includes at least 21 hours of accounting; 6 hours each of business law, finance, and economics; and 3 hours of statistics. Deficiencies may be made up by taking work beyond the 30-hour program requirement.

Both accounting programs are registered with the New York State Education Department. Successful completion of either program reduces the experience requirement for the C.P.A. certificate by one year.

ADMISSION

Full-time students are admitted only at the start of the academic year in September. Part-time students may enter in September, January, or June. The school seeks candidates whose undergraduate record, scores on the Graduate Management Admission Test, recommendations, and experience indicate a commitment and clarity of purpose that will likely predict success in the mature environment of a graduate program. The real-world focus of the school's programs causes the admissions committee to place important emphasis on the personal qualities conducive to effective business performance.

EXPENSES

The following is a schedule of estimated expenses for full-time graduate students for the academic year:

	N.Y.S Resident	*Out of State*
Tuition and other fees	$1,495	$1,895
Books (approximate)	300	300
Room (double occupancy) and board (except lunches)	1,800	1,800
Health and accident insurance	91	91
	$3,686	$4,086

FINANCIAL ASSISTANCE

A number of assistantships are available to academically qualified students. Full appointments carry cash stipends of $3,600 and include a waiver of tuition of up to 10 hours per semester. Partial assistantships carry stipends of $2,500 and include a waiver of tuition.

CORRESPONDENCE

For further information or to request an application for admission, please write or call

Office of the Dean
School of Business
State University of New York at Albany
1400 Washington Avenue
Albany, New York 12222
Telephone: 518-457-8514

STATE UNIVERSITY OF NEW YORK AT BINGHAMTON

BINGHAMTON, NEW YORK

The Binghamton campus is one of four university centers of the State University of New York (SUNY), the largest university system in the world. Founded in the 1950s, SUNY at Binghamton presently enrolls approximately 10,000 students in 5 major schools. The campus facilities are new and are situated on 600 wooded acres.

The School of Management offers programs in management and accounting leading to the bachelor's and master's degrees. Cooperative arrangements with other academic units are available for master's students to continue their studies toward the Ph.D.

While committed to establishing strong disciplinary foundations, the school has created particularly imaginative curricular opportunities which equip its graduates to meet the challenges of the next decade. A series of interdisciplinary concentrations are offered within the Master of Business Administration (M.B.A.) program, as are joint degree options like the M.B.A./M.A. in history.

PROGRAMS OF STUDY

The M.B.A. program serves students who regard the degree as a means of entry into management positions in business, industry, or the public sector, as well as those who intend to continue for the Ph.D. degree. The two-year curriculum is partly modular in construction, and coursework is carefully sequenced in order to optimize the integration of the subject matter which is taught. Over one-third of the program is elective in nature. Students may use these elective opportunities to concentrate in one particular area or to add further breadth to their academic backgrounds. By carefully combining some of the management electives with a selection of courses from several other schools and/or departments on the campus, students with special backgrounds and career interests can pursue an interdisciplinary concentration which will conform to their specific career goals. The following interdisciplinary concentrations have been established: arts administration, computer systems, international business, environmental impact, water resources, business-government relations, health care delivery systems, and forest resources. Two particularly successful interdisciplinary programs are the M.B.A. in arts administration and computer systems. In addition, for a person with foreign language training, a translation certificate may be earned as part of the international business option. Students may also propose an individualized plan of study within the M.B.A. program structure. Those students presenting both a substantial undergraduate background in management and superior academic credentials may apply for a special accelerated (one-year) M.B.A. program.

The Master of Science program in professional accounting prepares students to face increasingly complex challenges in industry, public accounting, and nonprofit institutions where the establishment of accounting controls and the use of financial analysis have become increasingly critical and important. For students who are interested in further study at the Ph.D. level, the program also provides a solid background in the history of accounting thought and structure of financial accounting theory.

Students who enter the program with an undergraduate major in accounting or business should be able to complete the M.S. degree in one year of full-time graduate study. Those students with little or no academic background in these areas normally require two years to complete the program.

ADMISSION

Admission decisions are made on the basis of the applicant's potential for success and evidence of proper motivation. Official transcripts of all previous academic work, two letters of recommendation, and scores from the Graduate Management Admission Test (GMAT) must be submitted in support of all applications. Full-time M.B.A. students are admitted for the fall semester only, and applications should be received no later than July 1.

EXPENSES

The following is a schedule of estimated expenses for full-time graduate students for the academic year:

	N.Y.S Resident	*Out of State*
Full-time tuition	$1,462	$1,862
Books	200	200
Accident and sickness insurance (12 months)	90	90
Room (double occupancy) and board (full plan)	1,650	1,650
	$3,402	$3,802

FINANCIAL ASSISTANCE

Financial aid is available to qualified students in the form of a limited number of graduate assistantships, teaching assistantships, and fellowships. Such aid is competitively awarded on the basis of academic excellence and financial need. Full graduate assistantships generally carry a $2,000-$2,500 stipend, while teaching assistantships carry a somewhat larger stipend. In addition to the stipends, these awards normally entitle the recipient to apply for a waiver of tuition up to the full amount; half-time assistantships carry proportionally smaller stipends and waivers.

PLACEMENT

The school provides graduate students with the services of a placement coordinator who, in cooperation with the University Career Development Center, is continuously developing new contacts and opportunities for graduating students. Numerous representatives of industry, accounting firms, and government visit the campus each year to interview candidates. The school also cooperates with the graduate student body each year to publish a book of candidate's resumes which is mailed to various industries to assist in establishing additional contacts and opportunities for graduating students.

CORRESPONDENCE

For information on the M.B.A. and M.S. programs, please write to

Mr. Thomas S. Pirro
Coordinator of Graduate Advising
School of Management
SUNY at Binghamton
Binghamton, New York 13901

STATE UNIVERSITY OF NEW YORK AT BUFFALO

BUFFALO, NEW YORK

In September 1962 the University of Buffalo merged with the State University of New York, giving added impetus to its development as one of the leading academic institutions in the nation. Total enrollment is in excess of 27,000 students. The School of Management was founded in 1927; graduate programs were established in 1935.

PROGRAMS OF STUDY

The Master of Business Administration (M.B.A.) program is so designed that a student begins study in the fall semester. It is possible for some students to start their program in the spring semester. Students accepted for the fall semester may commence their course work in the summer session. A part-time evening M.B.A. program is available. The M.B.A. prerequisites include a bachelor's degree from an accredited institution, with an undergraduate average indicating ability to progress beyond the bachelor's level, satisfactory performance on the Graduate Management Admission Test, and two letters of recommendation. In addition, those applying for the evening program must have completed at least three years of relevant work experience which provides evidence of managerial potential.

The School of Management day M.B.A. curriculum is divided into two tracks: business and public. All students in the program complete core courses relating to fundamental disciplines essential to management. The next level introduces basic courses in either the business or public area, depending on the student's interest. Electives are then chosen in an option, concentration, or selectively.

At present, there are seven options in the M.B.A. program. They are (1) financial planning and control, which provides preparation for careers requiring in-depth knowledge of corporate accounting and finance as applied to planning and control functions; (2) health care systems management, which develops skills in applying quantitative and behavioral techniques to the management of health care delivery systems; (3) human resources management, an option designed for those who wish to assume a career role in the professional personnel-manpower development field; (4) managerial economics and policy, which prepares a student to serve as an applied economist and policy analyst in either the public or private sector; (5) marketing management, an option which provides sufficient training for entry-level line and staff jobs in marketing, and a broad enough perspective on all operational areas in marketing to prepare students for managerial careers; (6) professional accounting, which is designed for those students interested in meeting the educational requirements for the C.P.A. examination in New York; (7) management science, offered for those students with a background in mathematics who wish to utilize quantitative methods in solving complex business and not-for-profit sector problems. Students may also concentrate in the more traditional areas (management policy, management systems, operations analysis, etc.). The public management track will prepare students for public sector management careers. Introduced in 1979 was a public management curriculum for practitioners in the public sector who wish to improve their understanding and skills.

The school has several combined degree programs with other units of the university; for example, a dual J.D./M.B.A. degree from the School of Management and the School of Law and Jurisprudence may be awarded after the completion of four years of study. Applicants interested in combined degree programs are advised to contact both schools involved.

Students presenting courses in business administration and economics or other relevant areas may request that these courses be evaluated for partial fulfillment of the M.B.A. program. The minimum residency requirement for the M.B.A. degree is 30 credit hours.

Programs leading to the Doctor of Philosophy degree in management are offered in each of the departments of the School of Management. A master's degree is not a prerequisite for admission. The requirements for the Ph.D. are not stated to be a specific number of credit hours. The equivalent of four academic years of full-time study beyond a baccalaureate completed in a related area is the normal standard. A doctoral dissertation is required.

Candidates for the degree of Doctor of Philosophy in management select an area of concentration from among the following fields of study: accounting, environmental analysis and policy, finance, human resources, management science, management systems, marketing, and organization. Supporting fields of study are to be selected from the above and from offerings of other departments.

EXPENSES

Tuition and fees for full-time graduate students are $1,443 for New York State residents and $1,843 for out-of-state students per year.

FINANCIAL ASSISTANCE

Helen Crosby Fellowships carrying a modest stipend may be awarded to M.B.A. degree candidates. A limited number of graduate assistantships and/or part-time positions are also available.

Research assistantships and part-time instructorships are available to Ph.D. candidates in management. Appointments carry cash stipends up to $5,100 per academic year, plus a waiver of all tuition, excluding the university fee.

The student is advised to contact the Regents Examination and Scholarship Center, 99 Washington Avenue, Albany, New York 12214 for information on scholar incentive awards and other types of assistance that may be available for New York State residents.

PLACEMENT

The school has an Office of Career Development Services which offers specific counseling and placement activities designed to enhance the student's career search. Also, the facilities and services of the University's Career Planning Office are available to management students.

CORRESPONDENCE

Please write to

Mrs. Arlene Bergwall
Director of Student Affairs (M.B.A.) *or*
Dr. Howard G. Foster, Ph.D. Program Chairman
School of Management, Crosby Hall
State University of New York at Buffalo
Buffalo, New York 14214

STATE UNIVERSITY OF NEW YORK MARITIME COLLEGE

FORT SCHUYLER, BRONX, NEW YORK

The Graduate Study Program of the SUNY Maritime College was established in 1968 to offer instruction leading to the M.S. degree in transportation management. As a specialized unit within the State University of New York, the Maritime College seeks to serve the needs of the transportation community within its fields of expertise. The program is highly specialized, and the student body now numbers over 200 men and women.

PROGRAM OF STUDY

The program provides graduate-level education in the field of transportation management through

- developing in the student a pattern of original and creative thought,
- developing skill in analyzing and solving problems,
- identifying the vital issues confronting the transportation industry.

As implemented the program serves full- and part-time, primarily evening students.

The Master of Science degree in transportation management may be based on a bachelor's degree in the arts, science, engineering, or business. The program includes an integrated core of required courses totaling 21 hours, all of which must be taken unless completed elsewhere. Up to 9 of these credits may be applied to fulfill the 33 minimum credits required for the degree. On a rotating basis, 21 credits of specialized requirements and 54 credits of electives are offered.

Core courses and specialized requirements will be waived when justified and appropriate to avoid needless repetition of work completed elsewhere. In certain cases satisfactory performance on a proficiency examination may be required. Regardless of waivers all students must complete a minimum of 33 credits to achieve the degree. A maximum of 45 credits will be required.

A maximum of nine credits completed at another institution may be accepted toward the degree. Such courses with a minimum grade of B must have been taken at the graduate level in an institution accredited and authorized to grant graduate degrees. Each candidate must satisfactorily complete a graduate research seminar and an acceptable thesis in his field of specialization.

Independent study is emphasized. Graduate students have the ability to enrich their educational experience and career opportunities because classes are held in view of one of the world's finest and busiest ports. The Port of New York and New Jersey contains a comprehensive cross section of both traditional and sophisticated transportation modes. In Manhattan and Brooklyn, docks transfer thousands of tons of break-bulk cargo, while the port container terminals include the most modern maritime techniques and electronics in the industry today.

Adjacent to the campus are numerous additional examples of transportation management in action, via international airports, transcontinental railroads, pipelines, truck terminals, inland waterway vessels, and extensive public mass transportation systems.

Weekly evening tutorial meetings are held in lower Manhattan at the New York State Office Building, 270 Broadway. At approximately monthly intervals throughout the semester, students meet at the college at Fort Schuyler. At these meetings lectures by the instructor and guests supplementing the syllabus will be given, examinations held, and demonstrations conducted.

ADMISSION

Admission is based on evidence of sound scholarship and mature motivation. All candidates are required to take the Graduate Management Admission Test and achieve a score acceptable to the Maritime College. Evaluation of undergraduate transcripts and a personal interview are also involved. Work experience is considered closely.

Students are admitted for the fall term in late August and for the winter term in January. A summer term is currently under consideration for students desirous of expediting their program of study.

EXPENSES

Tuition, per credit	
New York State resident	$59.35
Out-of-state resident	75.85
Books, per course	15-30

CORRESPONDENCE

For further information on the M.S. program in transportation management, please write or call

Graduate Study Program
SUNY Maritime College
Fort Schuyler, Bronx, New York 10465
Telephone: 212-892-3000, extension 327

STEPHEN F. AUSTIN STATE UNIVERSITY

NACOGDOCHES, TEXAS

Stephen F. Austin State University is located in Nacogdoches, Texas, a city of 30,000 in the heavily forested section of east Texas. Total enrollment of the university is approximately 11,000; about 30 percent of the students are enrolled in graduate or undergraduate programs in business or economics. In an impressive setting of pine trees and natural beauty, the university has some 20 major instructional buildings and 19 dormitories, representing an investment of approximately $50 million. All buildings are air-conditioned for year-round comfort.

PROGRAM OF STUDY

The Master of Business Administration (M.B.A.) degree is obtained through a broad field program which requires a well-rounded core of graduate business courses. In addition to the core requirements, the student is encouraged to develop professionally through a broad exposure to the business disciplines.

An emphasis is also offered in international management. The program allows the student to develop knowledge of the social, political, and managerial aspects of business in a multinational environment.

The M.B.A. program consists of four parts. Parts I and II are the core requirements. Part I of the program is the common body of business knowledge, and is 24 semester hours in length. This part includes the following courses: Acc 501—Financial Accounting, MGM 502—Quantitative Analysis, CSC 501—Introduction to Computers and Information Processing, MGM 512—Seminar in Management, MGM 515—Managerial Economics, MGM 571—Production/Operations Management Seminar, FIN 578—Seminar in Finance, and MKT 578—Seminar in Marketing.

A student with a baccalaureate degree in business administration from an accredited school may waive a maximum of 18 hours of the Part I requirements. The waiver, if any, is made by the Graduate Advisor in Business and the Head of the department responsible for the course.

Part II of the M.B.A. program is the required core and will be assigned to each person seeking the M.B.A. degree. The courses in Part II include MGM 511—Accounting for Management, MGM 513—Marketing Management, MGM 514—Financial Management, MGM 517—Administrative Policy, and ADS 537—Legal and Social Environment of Business. The total hours for Part II are 15.

Part III of the M.B.A. program is provided to allow the student to develop an in-depth knowledge of a particular functional area. The student will, with the assistance of the advisor, select a minimum of 9 semester hours of 500-level electives from any area or combination of areas in the School of Business.

Part IV of the program is six hours of free electives.

ADMISSION

Entrance to the M.B.A. program is open to students having any baccalaureate degree. It is not necessary to have any previous business courses in order to be admitted to the M.B.A. program.

Students seeking admission to the M.B.A. program must present a satisfactory score on the Graduate Management Admission Test (GMAT). Students should take this test sufficiently early so that the scores may be received by the university before the date of admission. In order to be admitted, a person must have an acceptable combination of grade-point average (GPA) and test scores on the Graduate Management Admission Test. A candidate will be admitted based upon one of the following formulas: 1. (overall GPA × 200) + GMAT = 950 or 2. (upper-division GPA × 200) + GMAT = 1000.

Persons meeting either of these criteria may be granted admission to the program. Persons not having these will be denied admission to the M.B.A. program.

EXPENSES

All Texas resident students attending the university during the regular semester will pay a $50 tuition fee for 1 to 12 semester hours plus approximately $4 per semester hour in excess of 12. All non-Texas resident students will pay a registration fee of $40 per hour. All full-time students will also pay a student service fee of $2.50 per semester hour and a $50 general fee.

During each term of the summer session full-time Texas resident students will pay a $25 tuition fee, and nonresident students will pay a tuition fee of $40 per hour. All students will pay a student service fee of approximately $3 per semester hour and a general fee of $25.

The cost of room and board in college dormitories ranges from $720 to $810 per semester and approximately $350 per summer term of six weeks. All dormitories are air-conditioned.

PLACEMENT

Stephen F. Austin State University maintains an active Placement Office to assist students and former students seeking employment. The Placement Office does not control jobs but serves as the liaison between those interested in employment and business, industry, public schools, and colleges seeking employees.

A completed placement folder consisting of personal data, transcripts, and references is maintained as a permanent record. Folders are sent to prospective employers at the student's request.

CORRESPONDENCE

Inquiries about graduate programs and requests for applications should be addressed to

Dean Edwin Gaston
The Graduate School
Stephen F. Austin State University
Nacogdoches, Texas 75962
Telephone: 713-569-2807

STETSON UNIVERSITY

DELAND, FLORIDA

John B. Stetson University, founded in 1883, is the oldest institution of higher education in the state of Florida. The university has long recognized the importance of business studies, continuously offering a business curriculum since 1885—longer than any university in Florida. Stetson's many business alumni hold executive positions in business throughout Florida and the nation.

Stetson is primarily concerned with creating an effective learning situation in the classroom. The university maintains a low student-faculty ratio to assure strong student-faculty interaction in the classroom and the capacity to deal with students individually.

Davis Hall, the site of the School of Business Administration, is a modern classroom and faculty office building well suited to effective teaching. The university's various libraries house more than 400,000 catalogued items, including a strong business collection. The university has recently installed a new computer for academic purposes only, providing both students and faculty ample capacity and facilities for student research and study.

The university's Central Florida location offers a gentle climate and is situated in the state's fastest growing area, convenient to transportation, attractions, and recreation. The location attracts a varied student body and a faculty of high quality. The university is fully accredited by the Southern Association of Colleges and Schools as well as a variety of professional and specialized accrediting agencies.

PROGRAM OF STUDY

The Master of Business Administration (M.B.A.) program is designed to provide graduates broad comptence in administration and managerial decision making. The program is clearly structured, requiring a maximum of 63 hours of course work. A full-time student without prior academic work in business should be able to complete the degree program in two years. A full-time student with an undergraduate degree in business would normally complete the program in one year.

The course of study is divided into two broad areas—the Business Foundation and the Advanced Level Courses.

The Business Foundation	*Semester hours*
Micro- and Macro-Economics	6
Business Statistics	3
Principles of Accounting	6
Principles of Management	3
Principles of Marketing	3
Introduction to the Computer	3
Business and Society	3
Business Finance	3

The courses in the Business Foundation are designed to provide the students with the basic concepts and techniques needed in the Advanced Level Courses. Thus, the foundation work must be completed before Advanced Level work is attempted. If students have had prior academic work in business, those courses already completed may be waived.

The Advanced Level Courses		*Semester hours*
Atg 510	Managerial Accounting	3
Bn 509	Business and Its Environment	3
Bn 599	Administrative Policies	3
Fin 501	Applied Micro-Economic Theory	3
Fin 502	Applied Macro-Economic Theory	3
Fin 511	Advanced Financial Management	3
Mgt 506	Labor Administration	3
Mgt 507	Operations Research	3
Mgt 519	Organizational Theory	3
Mkt 516	Marketing Management	3
	Approved Elective	3

The Advanced Level Courses present a structured program that offers students the opportunity to develop professional-level capabilities across a broad range of functional and technical areas. Students with an undergraduate major in accounting may elect to substitute certain advanced accounting courses for Advanced Level requirements.

ADMISSION

Graduates of accredited universities who have received a baccalaureate degree are eligible to apply for admission to Stetson's M.B.A. program. The undergraduate degree need not be in business administration. The course of study is specifically designed to accommodate the nonbusiness as well as the business degree holder. Indeed, combining the M.B.A. with a nonbusiness undergraduate degree is considered outstanding career preparation in many fields.

Application requires official transcripts of all undergraduate work, test scores from the Graduate Management Admission Test (GMAT), and letters of recommendation. Application materials must be submitted to the director of the M.B.A. program 30 days prior to the beginning of a term to insure consideration for that term. Students may apply for admission for the fall, spring, or summer terms.

Applications will be evaluated by the M.B.A. Graduae Committee. Acceptance is based on undergraduate academic performance, GMAT score, and evidence of leadership and experience.

Stetson University does not discriminate on the basis of race, color, physical handicap, national and ethnic origin, or sex in its admission or educational policies.

EXPENSES

Charges for graduate course work at Stetson are $65 per semester hour.

FINANCIAL ASSISTANCE

Stetson offers a full range of financial aid programs including scholarships, grants, loans, and student employment. Application for assistance should be made through the Financial Aid office.

PLACEMENT

The Office of Career Planning and Placement, staffed by full-time professional counselors, assists students in evaluating career opportunities and locating employment.

CORRESPONDENCE

For further information, write or call

Director, M.B.A. Program
Stetson University
Box 1389
DeLand, Florida 32720
Telephone: 904-734-4121, extension 310

Management Science Department

STEVENS INSTITUTE OF TECHNOLOGY

HOBOKEN, NEW JERSEY

The Management Science Department at Stevens offers a curriculum which shows how the analytical methods of management science apply to the complex problems of modern organizations. In the department's view, dealing properly with these problems calls for informed consideration of their quantitative, economic, and behavioral aspects. The curriculum is unique in that it stresses the balance and interaction which must be maintained among these three approaches, and the disciplines behind them, for effective management action; and it integrates the different concepts and methodologies inherent in each discipline in the handling of "real-world" situations.

The department enrolls some 300 primarily part-time students in its master's programs and grants approximately 60 degrees a year. About 6 students are engaged in doctoral work. At the undergraduate level the department has close relations with students in the engineering and science curricula, playing a central role in the school's recently adopted Systems, Planning, and Management program. The permanent faculty of 15 is organized along disciplinary lines, including core groups in operations research, management economics, and behavioral science.

The programs are particularly well suited for working managers in the metropolitan New York-New Jersey area who want to upgrade their management skills through a concentrated evening program and for psychology majors seeking a graduate program which emphasizes industrial applications.

PROGRAMS OF STUDY

The department offers the following four degrees:

- Master of Management Science, a predominantly evening program, is designed to develop professionals in management science practice through emphasis on the basic disciplines underlying the management process. The program consists of a group of core courses in operations research, management economics, and behavioral science (6 to 8) and a group of electives in application areas. A total of 13 courses is required for a degree.
- Master of Science (Management) is a program concerned with the tools for the effective and efficient utilization of human resources. The orientation is basically an emphasis on practical approaches but with some understanding of their theoretical underpinnings. At least two years of practical experience are expected for admission. Twelve courses are required for the degree.
- Master of Science (Applied Psychology) is a professionally oriented program for students who want to practice psychology in industry. Two concentrations are available, one in human performance, the other in industrial/organizational psychology. Each program includes a group of core courses in methodology, theory, and application together with a group of specialized courses and electives. A total of 12 courses (thesis optional) is required for a degree.
- Doctor of Philosophy is a research program requiring at least one year of residence. Two concentrations are available, one in management systems, the other in applied psychology. Each is built on the appropriate master's degree.

The department conducts various applied research programs in human performance and human resource development. These programs incorporate the systems approach to such problems as manpower evaluation, police selection, discrimination in employment, and employee motivation. Another major area of research interest is managing technological systems. Examples of these are water pollution and its control and recycling waste materials.

ADMISSION

Applications are presently being accepted for the fall, spring, or summer terms. Standards include a college degree with above-average performance and ability to do graduate work. Undergraduate preparation normally should include courses in calculus, probability, economics, psychology, and computer programming, depending on the student's area of study.

EXPENSES

Tuition for graduate students is at the rate of $170 a credit (two and one-half credits per course).

FINANCIAL ASSISTANCE

Both research and teaching assistantships in limited numbers are available for qualified students.

PLACEMENT

The resources of the Stevens placement office run by the Alumni Association are available to graduates of the program. In addition, a number of companies apply to the department directly for referrals.

CORRESPONDENCE

For further information, write to

Graduate Admissions Office
Stevens Institute of Technology
Castle Point Station
Hoboken, New Jersey 07030

SUFFOLK UNIVERSITY

BOSTON, MASSACHUSETTS

Suffolk University, founded in 1906, is located in Boston on historic Beacon Hill adjacent to the Massachusetts State House. The university is accredited by the New England Association of Colleges and Secondary Schools. The Graduate School of Administration is an assembly member in the American Assembly of Collegiate Schools of Business and a member of the National Association of Schools of Public Affairs and Administration. The Master of Business Administration (M.B.A.) program was included on the 1980 Roster of Programs in conformity with National Association of Schools of Public Affairs and Administration Standards for Professional Masters Degree Programs.

Presently, 124 full-time students and 739 part-time students are enrolled in the M.B.A. program. For students interested in federal, state, or local government service, the School of Management offers a Master in Public Administration (M.P.A.) program which enrolls 32 full-time and 168 part-time students.

Graduate student research opportunities abound in the numerous university and public libraries in the greater Boston area. In addition, Suffolk University's proximity to the downtown Boston business district and the Route 128 industrial complex provides students with opportunities to observe practical business in a dynamic setting. For students whose interests lie in the area of government administration, Boston's Government Center and the Massachusetts State House are a one-minute walk from the campus. The university's urban location thus provides the graduate student with a myriad of opportunities for part-time employment while in school and career placement upon graduation. In addition, Boston's world famous educational and cultural institutions provide a stimulating setting in which to pursue graduate studies.

PROGRAM OF STUDY

The objective of the School of Management is to provide broad management education with the limited opportunity to concentrate in a functional area such as accounting, finance, marketing, management, or general business. In achieving this objective, a variety of teaching methods are employed including case studies, computer-based business games, role playing, and "live" case studies. The M.B.A. and M.P.A. programs are conducted in the day, the evening, and on Saturday. Sessions are conducted in the fall, spring, and summer. Most students with appropriate preparation can complete the M.B.A. program in one year of full-time study or two years of part-time evening work. The intent of the M.B.A. and M.P.A. programs is to provide men and women with broadly based analytical and decision-making abilities necessary to assume managerial positions in business, government, or other nonprofit sectors of our society.

The M.B.A. program is open to students with an undergraduate concentration in business or economics, as well as to those who present an undergraduate degree in other areas. Those students with an extensive background in business, accounting, or economics can complete the program with 30 semester credit hours as follows:

	Semester hours
B.Ad. 10.1 Human Behavior in Organizations	3
B.Ad. 10.3 Marketing Management	3
B.Ad. 10.4 Production and Operations Management	3
B.Ad. 10.5 Financial Management	3
B.Ad. 10.6 Analysis of Business Decisions under Uncertainty-Quantitative Approaches	3
B.Ad. 10.9 Business, Government and Society	3
B.Ad. 10.10 Business Policy	3
Advanced graduate electives are available in data processing, financial and management analysis, organizational development, taxation, personnel and labor relations, and international business	9

Students without an extensive background in business, accounting, or economics are required to take up to 27 hours of courses which have not previously been taken from among the following prerequisite core courses: Graduate Financial Accounting, Graduate Managerial Accounting, Managerial Principles, Marketing Principles, Quantitative Analysis, Managerial Economics, Applied Economics of Management, Business Law, and Managerial Finance.

In 1975 Suffolk instituted a Saturday M.B.A. program for experienced managers. Degree work takes between 15 and 27 months and the program content is identical to that of the M.B.A. program with fewer elective choices.

ADMISSION

All applicants for admission to the M.B.A. program must submit scores on the Graduate Management Admission Test (GMAT) administered by Educational Testing Service of Princeton, New Jersey. Entering students must have an undergraduate degree from a recognized institution and should have a grade average of 2.5 or better in all work completed. Application is not complete until all the required transcripts and GMAT scores are on file with the Director of Admissions. Foreign student applications are accepted until March 1 for fall and October 1 for spring. All credentials must be received by April 15 and November 15, respectively.

EXPENSES

Tuition for full-time study is $3,690 per year; for part-time study, $369 per three-credit course. Student activity fees total $10 per year for full-time students and $5 per year for part-time students.

FINANCIAL ASSISTANCE

Graduate fellowships, teaching assistantships, and loan funds are available. Applications must be received not later than March 1 for fall and October 15 for spring. Opportunities for part-time employment are available in the Boston area.

PLACEMENT

The university placement office provides career counseling and placement services for students and alumni.

CORRESPONDENCE

For further information, write or call
Director of Admissions
Suffolk University
8 Ashburton Place
Boston, Massachusetts 02114
Telephone: 617-723-4700

SUL ROSS STATE UNIVERSITY

ALPINE, TEXAS

Sul Ross is located in the Big Bend Country of west Texas, which offers many scenic attractions and pleasant year-round climate. The faculty of the school is drawn from men and women who are not only trained specialists in their professional fields but who have also had practical contacts and experience.

PROGRAM OF STUDY

The Master of Business Administration (M.B.A.) program gives a student the opportunity to increase professional skills, status, and earning potential, in addition to growing toward greater personal fulfillment by integrating the theoretical and the practical aspects of business administration. Study can be pursued on a part-time or full-time basis. The Master of Business Administration degree may be attained either through a 30-hour program with a thesis or through a 36-hour program without a thesis. Such a program may be completed in a minimum of 12 months.

One basic course in each of the following areas is required of all students: research and reporting, management, marketing, finance, accounting, quantitative analysis, and managerial economics. This core curriculum is pursued early in the program so that each student has an opportunity to explore all of the subject areas within business before taking more specialized courses. In order that the student may be exposed to topics of current interest in business, several of the elective seminar topics are rotated and chosen by professors each semester.

In this program the student is given the opportunity to develop leadership potential practicing the whole range of management actions in the classroom and through on-site small business, industrial, and agricultural problem solving. The advantages of small classes and frequent student-professor contact make the learning process more enjoyable, personal, and fulfilling.

Special M.B.A. options are available in public administration, personnel counseling, agribusiness, international relations, educational administration, police administration, and art administration, as well as in accounting and finance.

ADMISSION

Applicants for the M.B.A. program at Sul Ross should have a baccalaureate degree from a recognized institution of higher learning. For full admission, the student must have at least 12 semester hours of advanced courses in business administration on the undergraduate level. In order to be granted full admission to the M.B.A. program, the student must have a score of no less than 450 on the Graduate Management Admission Test (GMAT), an overall grade-point average of no less than 2.5 on a 4-point maximum system, and a grade-point average in business administration of no less than 3.0. The student may be granted admission on a conditional basis with a score of 300 on the GMAT, an overall grade-point average of 2.3, and a grade-point average in business administration courses of 2.5.

In addition to the above requirements, foreign students must obtain a score of 500 on the Test of English as a Foreign Language or certification of achievement in an English language program. Upon admission to the M.B.A. program, foreign students must make a $150 nonrefundable deposit which is applied to tuition upon enrollment.

Students may enter the M.B.A. program in January, June, July, or September. All application procedures must be complete before full admission status is granted.

EXPENSES

Full-time (12 hours) tuition and related fees, per semester, for the M.B.A. program for 1981-82 will be approximately $132 for Texas residents and $562 for United States citizens who are not residents of Texas and for foreign students. Books will cost $80 to $100. Room and board will cost approximately $780 to $950 per semester for dormitory residents.

FINANCIAL ASSISTANCE

Sul Ross offers a limited number of graduate assistantships which are awarded on the basis of merit. Limited loans are available to qualified students with insufficient resources to cover educational expenses. Application for financial assistance should accompany application for admission to the university. Interested students should submit applications for graduate assistantships by April 1 for consideration for the fall semester.

PLACEMENT

Sul Ross State University maintains a full-time placement service for students and alumni. The Placement Center invites companies and government agencies to interview students on campus. The office also provides a placement file to prospective employers at student request.

CORRESPONDENCE

For further information, write or call
Graduate Dean
Sul Ross State University
Alpine, Texas 79830
Telephone: 915-837-8053

SYRACUSE UNIVERSITY

SYRACUSE, NEW YORK

Located in Syracuse, New York, a city of 200,000 people in the geographic center of New York State, the School of Management at Syracuse University has been in existence since 1919 and has been preparing men and women for careers in management through its graduate programs since 1947.

Enrollment in graduate management programs numbers about 300 full-time students. About 125 new students enroll each fall term and 25 each spring term. In the fall 1980 term, the student body was composed of students from over 125 colleges and universities in 24 states, primarily in the eastern United States. Women comprised about 30 percent of enrollment, and 50 percent of the students had at least one year of full-time work experience prior to entering the program.

Classes normally enroll a maximum of 35 students, and no one mode of teaching predominates. The program's focus is on teaching both qualitative and quantitative aspects of managerial decision making.

Three distinctive features of master's degree programs at Syracuse permit students to (1) waive required courses in which they have demonstrated superior undergraduate preparation, thereby reducing the length of their program by the number of courses waived; (2) attend an optional summer semester, thus allowing continuation of studies throughout the entire calendar year; (3) select elective courses from other graduate programs in the university such as law, communications, public administration, languages, and engineering.

PROGRAMS OF STUDY

The Master of Business Administration (M.B.A.) program's focus is on providing both a general management education as well as the opportunity to specialize in any of nine concentration areas. Completion of 20 courses is normally required. Depending upon course waivers and/or attendance in summer school, the length of time required to complete the M.B.A. degree may vary between 2 and 4 semesters, or 9 to 21 months.

The 11 required courses in the M.B.A. program include courses in (1) analytical and quantitative methods, (2) economic and behavioral concepts, (3) characteristics of business policy formulation, and (4) some of the functional aspects of management. Of a student's 9 elective courses, 4 must be taken in the School of Management. Concentrations are available in accounting, finance, marketing, personnel and industrial relations, transportation and distribution management, management information systems, international business, operations management, and real estate and urban development. Students not wishing to concentrate in any of the above may develop an individualized concentration or general management program. The remaining five elective courses in the M.B.A. program may also be selected from courses in the School of Management or from other graduate programs of the university.

Other graduate degree programs offered by the school include the M.S. in accounting, J.D./M.B.A. and J.D./M.S. in accounting in cooperation with the College of Law, M.P.S. in media administration offered jointly with the S. I. Newhouse School of Communications, and a Ph.D. in business administration.

ADMISSION

In evaluating applications for admission, an applicant's intellectual ability, demonstrated administrative capabilities, and personal strengths are considered. Thus, applicants must submit transcripts of all previous college work and their score on the Graduate Management Admission Test (GMAT), a completed application for admission, and two letters of recommendation. No specific undergraduate majors or courses are required or preferred for admission. Prior full-time work experience, although encouraged, is not a requirement for admission. A personal interview is not required; however, applicants who feel that an interview may enhance their application may request an interview with a member of the Admissions Committee.

Completed applications must be received by May 15 for fall term admission (February 15 if applying for financial assistance) and December 1 for spring term admission. A rolling admissions process is used by the school.

EXPENSES

Tuition for the 1980-81 academic year was $150 per credit hour. For a normal course load of 30 credit hours, tuition amounted to $4,500. Total costs, including living expenses, were about $7,800. A modest increase in expenses is expected for the 1981-82 year.

FINANCIAL ASSISTANCE

Graduate fellowships ($4,600 stipend and 30 credit hours of remitted tuition), assistantships ($3,650 stipend and 24 hours remitted tuition), and scholarships (remitted tuition in varying amounts) are available. These are awarded on a "merit" basis, and 20 percent of newly enrolled students usually receive one of these awards.

The university's Financial Aid Office also awards need-based assistance to graduate students in the form of work-study employment and NDSL program awards. Applicants for these forms of aid must file the Financial Aid Form (FAF) of the College Scholarship Service by February 1.

PLACEMENT

The School of Management maintains its own Placement Office to assist students in obtaining full-time employment and summer positions as well as to host the numerous corporations which annually recruit at the school. In addition, the office coordinates the Graduate Management Internship Program which permits students to serve as interns for a semester with the wide variety of industrial, commercial, governmental, and nonprofit organizations in greater Syracuse. Complete placement data on recent graduates is available by writing the school's Placement Office.

CORRESPONDENCE

For further information or to request an application for admission, please write or call

Director of Graduate Studies
School of Management
Syracuse University
101 Slocum Hall
Syracuse, New York 13210
Telephone: 315-423-3850, 4327, 3006

TEL AVIV UNIVERSITY

TEL AVIV, ISRAEL

The Faculty of Management—The Leon Recanati Graduate School of Business Administration is the largest faculty in Israel where instruction and research are carried on in all areas pertaining to management. Located in the city of Tel Aviv, it is near the hub of Israel's business life. The faculty offers a broad scope of studies in both the undergraduate and graduate levels. The foundational areas required for the bachelor degree are primarily in the fields of accounting and management. A very wide spectrum of graduate programs are offered leading to the master's degree and also the Ph.D. in business administration.

PROGRAMS OF STUDY

Studies for the Master in Business Administration (M.B.A.) degree comprise 34 semester units. (Each semester unit represents a 75-minute meeting once a week during one semester.) In addition, the school requires a number of noncredit preparatory studies consisting of introductory courses in mathematics, statistics, economics, behavioral science, and computers. Intensive courses in these subjects are also offered during the summer semester. The basic core courses are designed to provide students with the knowledge and analytical tools pertaining to the various management disciplines. These include fundamentals of management, finance and accounting, marketing, production management, quantitative methods, and so forth. A minimum grade of 75 in these studies is required for continuation of studies toward the M.B.A. degree.

Advanced required studies include business policy and business game, a minimum of two advanced seminars, one of which, plus elective studies must be chosen from a list of specialization courses in the following fields: management and organizational behavior, finance (including banking), and accounting, marketing, production management, operations research, information systems, insurance, industrial organization, and the public sector. An intensive program for the M.B.A. degree lasting 3 semesters (12 months) and beginning in October every year may possibly also be offered.

The Master of Management Sciences (M.Sc.) program is aimed at training management specialists in a specific area of concentration. At present the program is available in three fields: operations research, information systems, and organizational behavior. The program emphasizes the study of scientific methods in the solution of management problems. The course of study is comprised of 24 semester units of course work and seminars plus a thesis. Also, a student may be required to take additional preparatory courses, at no credit, in some fields, depending on academic background. The program is intended to be as flexible as possible in order to make maximum use of the student's background and interests. The student will be required, however, to acquire advanced knowledge in some functional area of management, for example, marketing or finance and accounting.

The continuing studies program is aimed at enabling M.B.A. graduates to continue their studies in order to deepen, broaden, and update their knowledge of business administration. The curriculum must be approvied by the program coordinator from the following fields of specialization: organizational behavior, finance and banking, marketing, and the firm in an international setting. Students who complete successfully their studies are awarded a diploma to certify their studies in their specialization.

The program of studies leading to a Ph.D. in business administration is offered to candidates who have completed a master's degree which included a thesis. Candidates are required to spend at least one year in full-time residence at the university. For further information, contact the Chairman of the Doctoral Program.

ADMISSION

Students may enroll three times a year and can begin studies at the start of each new semester (October, February, July). Applicants to the M.B.A. program possessing a bachelor's degree from an accredited college or university are eligible to enroll. Classes are conducted in Hebrew, and a knowledge of the language is necessary. Applicants are usually required to take the Graduate Management Admission Test (GMAT) given by Educational Testing Service.

Applicants to the M.Sc. program will be considered for candidacy if they have a bachelor's degree from an accredited college or university and a grade-point average of at least 75 or a B grade.

Students whose undergraduate specialization was mathematics, statistics, economics, engineering, or business administration and, in certain cases, other disciplines in the social or natural sciences are admitted to the programs in operations research and information systems.

Students whose undergraduate specialization was sociology, psychology, behavioral sciences, social work, education, or business administration are admissible to the program in organizational behavior. In addition, candidates may be considered if their undergraduate studies were concentrated in at least two of the following fields: political science, developing countries, and labor studies.

EXPENSES

Approximate tuition, per academic year (two semesters), is as follows:

Full-time	$400
Summer semester (per semester unit and not more than 50 percent of full-time tuition)	

There are limited dormitories on campus.

FINANCIAL ASSISTANCE

The school makes an effort to provide an opportunity to all students whose achievements prove their ability for advanced study in business administration. Candidates may apply for scholarships and grants.

CORRESPONDENCE

For further information or to request an application for admission, please write or call

Chairman
Admissions Committee
Faculty of Management—The Leon Recanati Graduate School of Business Administration
Tel Aviv University
Ramat, Aviv, P.O.B. 39010
Tel Aviv, Israel
Telephone: 03-420521, 420722

TEMPLE UNIVERSITY

PHILADELPHIA, PENNSYLVANIA

Temple University is part of the Pennsylvania Commonwealth System of Higher Education. Business courses were first offered at Temple in the year 1884, and the School of Business Administration has been a member of the American Assembly of Collegiate Schools of Business since 1934. The university's location within one of the business and industrial capitals of the country provides an advantageous environment for the study of business problems. Besides the courses at the main campus, an M.B.A. program is offered at the suburban Ambler campus, and graduate courses are also available at Temple University Center City Building.

Dormitory facilities and apartments for graduate men and women are available. Interested applicants should apply to the Director of Residence for information about accommodations.

PROGRAMS OF STUDY

The Master of Business Administration (M.B.A.) program of study, while providing for specialization in a selected field, is primarily concerned with the advanced study of broad business concepts and relationships. The purpose is to develop individuals who can assume leadership positions in business concerns, nonprofit institutions, and public administrative entities.

The fields in which the specialization may be taken are accounting, actuarial science, chemistry, economics, finance, health administration, industrial relations, computer and information sciences, insurance and risk, international business administration, marketing, organization and management, operations research, physical distribution, real estate and urban land studies, and statistics.

The degree requires the successful completion of 30 credits plus demonstration of proficiency in each of the subject-matter areas fundamental to administration. These areas include accounting, computer and information sciences, microeconomics, macroeconomics, finance, organizational management, operations management, marketing, mathematical analysis, and statistics. Proficiency in an area may be obtained by passing a first-year graduate course in the subject or by (a) passing a special examination or (b) having a strong foundation in appropriate undergraduate courses.

Graduate courses are available in the late afternoon and evening for the convenience of students who are actively engaged in business. Selected graduate courses are available during the day for full-time or part-time students.

The university uses the semester system, and applicants are accepted for the September, January, and summer semesters.

The school also offers a Master of Arts (M.A.) and Doctor of Philosophy (Ph.D.) in economics, M.A. in computer and information sciences, Master of Science (M.S.) and Ph.D. in applied statistics, and M.S. and Ph.D. in business administration.

ADMISSION

Admission to the M.B.A. program is open to the student with a baccalaureate degree from a recognized college or university. No previous academic training in business is required, and the program is open to graduates in science, liberal arts, education, engineering, or other fields. In evaluating a student's application for admission, primary emphasis will be given to the undergraduate record and scores on the Graduate Management Admission Test (GMAT). (Students whose native language is not English must also submit scores on the Test of English as a Foreign Language.) The applicant's intellectual development during the course of his academic career, his extracurricular activities, employment experience, and evidence of motivation for graduate study will also be considered.

In order that requests for admission to the Graduate Division may be acted upon promptly, an applicant for the September semester is required to take the GMAT no later than July. Application, transcript, and test score must be submitted by July 1 for admission in September, by October 31 for January, and by March 1 for summer sessions.

EXPENSES

Tuition for graduate courses in the part-time M.B.A. program is $96 per credit hour for Pennsylvania residents and $128 per credit hour for others. Tuition for full-time graduate students (9 to 14 credit hours in a semester) is $1,124 per semester for Pennsylvania residents and $1,992 per semester for full-time nonresidents.

FINANCIAL ASSISTANCE

Some graduate assistantships are offered each year from September to May. Assistantship awards carry a stipend of $3,600 for the academic year in addition to tuition. Graduate assistants will ordinarily assist faculty members in their research projects. Graduate assistants are expected to work 20 hours per week. Tuition remission scholarships are also available. (A larger number of assistantships and some fellowships are available for doctoral candidates.)

To be eligible for assistance, an applicant must take the Graduate Management Admission Test no later than January, and all his other credentials must be received by the School of Business Administration no later than March 15. An application for assistance will be mailed upon request.

PLACEMENT

The M.B.A. placement program, coordinated by the Career Development Center prepares M.B.A. students for career planning and job placement. Services include: placement counseling, job-finding seminars, weekly employment listings featuring M.B.A. vacancies nationwide, placement in summer internships, co-op programs and part-time jobs, the publication of an M.B.A. resume book sent to 300 major corporations, and an opportunity for on-campus interviews with over 250 leading business, industry, and government employers.

CORRESPONDENCE

For additional information, write to
School of Business Administration
Graduate Division, Room 1, Speakman Hall
Temple University
Philadelphia, Pennsylvania 19122
Telephone: 215-787-7678

TENNESSEE STATE UNIVERSITY

NASHVILLE, TENNESSEE

The Master of Business Administration (M.B.A.) program of Tennessee State University was established in 1971 at the former University of Tennessee at Nashville to offer evening instruction leading to the M.B.A. degree. The Downtown Campus of Tennessee State University is located in the heart of Nashville, two blocks from the State Capitol. Enrollment is approximately 200 students at the present time.

PROGRAM OF STUDY

The primary purpose of the M.B.A. program is to provide professional training for working men and women who wish to improve their managerial abilities and rise to more responsible positions in business, government, and nonprofit organizations. While the program is designed to serve both full-time and part-time students, particular emphasis is placed on meeting the needs of working adults who can only pursue their graduate studies on a part-time basis in the evening. More concretely, the major objectives of the program are

- to promote the intellectual growth of the individual student by means of interdisciplinary training comprising behavioral as well as quantitative approaches;
- to develop student research skills necessary for dealing with the economic, political, and social aspects of administration;
- to provide the student with an adequate base for continuing self-education;
- to enhance the educational process through student and faculty involvement in community problems and potentials; and
- to develop competence in the administration of business, government, and service organizations and stimulate interest in improving the economic performance of these institutions.

Insofar as possible, the overall program of study for each student is designed to meet his or her educational needs. Students learn not only from class instruction but also from the interchange of experiences with fellow students and independent research, which—where possible—is related to the student's own employment sector. In addition to traditional lectures and seminars, methods of instruction include forums where business and governmental professionals with outstanding managerial experience are invited to discuss with the faculty and students some of the relevant and timely issues pertaining to their field of endeavor.

The M.B.A. program includes a core of required courses totaling 22 semester hours and 12 hours of electives that may be used to concentrate in a functional area of business. The specific functional areas of concentration available are accounting, economics, finance, general business, management, marketing, and real estate and urban development. This curriculum enables a working student, who has all the necessary undergraduate prerequisites, to complete the program in six semesters when taking courses on a half-time basis.

ADMISSION

A holder of the bachelor's degree from an accredited institution, regardless of undergraduate major, may be admitted to the program depending on undergraduate grade-point average and scores from the Graduate Management Admission Test (GMAT). If a student does not have the necessary undergraduate foundation in accounting, finance, management, marketing, statistics, economics, and mathematics, he or she will be admitted on a conditional admission status and be required to take selective prerequisite courses prior to gaining unconditional admission status.

Students may be admitted prior to the beginning of each semester, but students are advised to send their application, undergraduate transcripts, and GMAT scores to the Graduate School at least two months before the beginning of each semester. Foreign students must, in addition, present acceptable Test of English as a Foreign Language (TOEFL) scores and evidence of financial capability to support themselves.

EXPENSES

Per course hour	*In state*	*Out of state*
Tuition and fees	$33	$53
Books and supplies	10	10
Total	$43	$63

FINANCIAL ASSISTANCE

None has been available, but there is a potential for graduate fellowships and assistantships.

CORRESPONDENCE

For further information on the program in management offered at Tennessee State, please write or call

Dr. Tilden J. Curry
Assistant Dean for Graduate Studies
School of Business
Tennessee State University
10th and Charlotte
Nashville, Tennessee 37203
Telephone: 615-251-1251

Division of M.B.A. Studies, The College of Business Administration

TENNESSEE TECHNOLOGICAL UNIVERSITY

COOKEVILLE, TENNESSEE

Tennessee Technological University, founded in 1916, is a coeducational, state-supported institution located on the eastern Highland Rim of Tennessee in Cookeville—a city of approximately 20,000. This area is particularly noted for its state parks, lakes, and natural beauty. The College of Business Administration was established in 1949. The university has an enrollment of approximiately 8,000, of whom 1,300 are enrolled in the college of Business Administration.

PROGRAM OF STUDY

The Master of Business Administration (M.B.A.) degree is offered by the Division of M.B.A. Studies in the College of Business Administration. The purpose of the M.B.A. degree is to offer a professional program preparing men and women for high-level careers in business organizations. The course material is broad in scope in order to develop general managerial competence through extensive use of the case method and selected use of other pedagogies such as exercises, simulations, and research projects.

The unique qualities of the M.B.A. degree are reflected in the curriculum which is dedicated to the development of those managerial attributes important for men and women who seek responsible business management positions. The M.B.A. program is designed to meet the needs of non-business as well as business undergraduate majors and experienced managers. The advanced M.B.A. program (core plus electives) consists of 60 quarter hours (12 five-credit-hour courses) and may be completed in 4 quarters of full-time work. Foundation courses (8 subject areas with a total of 29 credit hours) are designed for students lacking specific business preparation in their previous academic programs. Such students will consult with the Division of M.B.A. Studies to determine the foundation course requirements (all or part) based on their individual backgrounds.

Those students without a business background will take part or all of the foundation offerings before entering the advanced M.B.A. core program. Following completion of the core portion of the M.B.A. program, the student will take elective courses in such areas as accounting and financial control, marketing, and operations management.

ADMISSION

Admission is open to qualified students who have a bachelor's degree from an accredited undergraduate institution. Previous enrollment in business courses is not required. Qualification is determined by undergraduate grade-point average and scores on the Graduate Management Admission Test (GMAT). Generally, students will be required to have a score of 950 points using the formula: 200 × GPA + GMAT. Employment experience and the motivation for enrollment in the program will also be considered. An interview with the M.B.A. Director in person or by long-distance telephone is required. Applications are processed on a continuous basis; however, enrollment in the core program is limited to classes beginning in the fall. For the 1981-82 year, applications and all supporting credentials for the M.B.A. program should be submitted prior to July 29 for the fall quarter, November 30 for the winter quarter, February 28 for the spring quarter, and April 29 for the summer quarter.

EXPENSES

Tuition is $408 per quarter for full-time, out-of-state students and $217 for residents of the state of Tennessee. Double occupancy dormitory room rent is approximately $203, and estimated cost of meals in the school cafeteria is $300. Information on housing and board is available from the Director of Housing, Campus Box 5016, Tennessee Technological University.

FINANCIAL ASSISTANCE

A number of graduate assistantships are awarded to superior applicants each year. Half-time graduate assistants are required to work approximately 10 hours per week and receive $145 per month. They pay one-half of regular tuition. Twenty-hour graduate assistants receive $290 per month and receive a complete waive of tuition. Out-of-state tuition is waived for students receiving graduate assistantships. Scholarships are available through the College of Business Administration Foundation. Application for this type of assistance should be submitted directly to the M.B.A. Office with admission applications. For other possible work-related assistance, applicants should contact the Director of Student Financial Aid, Campus Box 5104.

PLACEMENT

An active placement service is provided to help in securing positions for graduates of the university.

CORRESPONDENCE

Inquiries should be addressed to

Director, Division of M.B.A. Studies
Tennessee Technological University
Campus P.O. Box 5153
Cookeville, Tennessee 38501

TEXAS A&M UNIVERSITY

COLLEGE STATION, TEXAS

Texas A&M University is a dynamic, growing public institution of higher education. Current enrollment is approximately 33,000 students, with more than 5,000 pursuing graduate studies. Established in 1876 as a land-grant college and the state's first public institution of higher learning, Texas A&M today ranks among the nation's leading universities in academic achievement, enrollment of National Merit Scholars, research activity, and support by alumni and private sources.

The main campus of Texas A&M in College Station, Texas is centrally located among the state's major metropolitan centers of Houston (95 miles), Dallas (165 miles), Austin (100 miles), and San Antonio (180 miles). College Station is one of the Southwest's fastest growing standard metropolitan statistical areas.

The College of Business Administration was established in 1968. Currently 370 students are pursuing graduate degrees—310 in the Master of Business Administration (M.B.A.) program and 60 in the Ph.D. program. The college is housed in the newest and largest building on campus.

PROGRAMS OF STUDY

The college offers graduate degree programs leading to the Master of Business Administration (M.B.A.), the Master of Science (M.S.), and the Doctor of Philosophy (Ph.D.) in business administration. The master's programs are accredited by the American Assembly of Collegiate Schools of Business (AACSB) at the baccalaureate and master's levels.

The M.B.A. degree program is designed to prepare men and women of all educational backgrounds for positions of leadership in a wide variety of organizations. Although the M.B.A. degree program is general in orientation, students may choose to take their electives in one or more academic areas—accounting, business computing science, finance, management or marketing. The sequenced curriculum consists of 48 semester hours which includes 12 hours of elective coursework. Students with business undergraduate degrees granted within the past three years may be able to omit certain foundation level courses under the waiver conditions as defined by the M.B.A. Program Director.

It is advisable that all students have completed mathematics course work through calculus and one year of economics course work within the previous three years prior to entering the M.B.A. program. Students may enter the M.B.A. program in the fall or spring semesters. The full-time program may be completed in 18-24 months.

The Master of Science degree program is for those who wish to specialize in one of the following areas—accounting, business computing science, finance, management or marketing. Students may select either a thesis or nonthesis option.

The Doctor of Philosophy in business administration degree program is intended to prepare qualified students to conduct research in business and other organizational environments, to communicate research findings, and to teach at the university level. The highly individualized program structure includes designation of an area of specialization in business, but offers freedom to utilize interdisciplinary course work in a supporting role. Major fields are offered in accounting, business analysis and research, finance, management and marketing.

ADMISSION

Applicants to the master's programs must submit Graduate Management Admission Test (GMAT) scores, two official transcripts on all academic work, a resume and three reference evaluation forms provided with the application. Most applicants admitted have a 3.0 or better (on a 4.0 scale) on their undergraduate degree work and have test scores in the 68th percentile or above. Foreign applicants must also submit Test of English as a Foreign Language (TOEFL) scores.

Applications to the M.B.A. program should be submitted for the fall semester by the previous February 15 and for spring semester by the previous September 15. Applications received after these dates will be considered, but those completed before these dates will be given priority. Foreign applicants to the M.S. and Ph.D. programs must apply by June 15 for fall semester and November 1 for spring semester entrance.

Doctoral applicants submit the above-listed materials as well as three personal letters of reference. They may apply for fall, spring, or summer entrance.

EXPENSES

The following fees are subject to change. An in-state graduate student registered for 12 semester credit hours would expect to pay $200 per regular semester in tuition and fees. An out-of-state or foreign student would expect to pay $700. Tuition and fees are slightly less for the two summer terms. Most graduate students live off-campus.

FINANCIAL ASSISTANCE

Graduate teaching and research assistantships are available throughout the college. Stipends, which are subject to change, begin at $415 (masters) or $650 (doctoral) per month for 20 hours per week. (Out-of-state students who are half-time assistants are eligible for in-state tuition.) A limited number of masters scholarships/fellowships are available on a competitive basis. There is no financial aid for entering foreign students.

PLACEMENT

In 1979-80 more than 25,000 interviews were held by over 600 companies through the university's Career Planning and Placement Center. Annually the M.B.A. Association publishes a resume book which is distributed to regional and national employers. Salaries for Texas A&M's M.B.A.'s are competitive with the national averages for M.B.A. graduates.

CORRESPONDENCE

For further information, please write or call

Assistant to the Dean for Graduate Programs
College of Business Administration
Texas A&M University
College Station, Texas 77843
Telephone: 713-845-4711

M. J. Neeley School of Business

TEXAS CHRISTIAN UNIVERSITY

FORT WORTH, TEXAS

The M. J. Neeley School of Business at Texas Christian University (TCU) is located in Fort Worth, Texas. Joined to its neighbor, Dallas, the metropolitan area comprises the tenth largest Standard Metropolitan Statistical Area in the nation with a population of over 2½ million. Texas, the second fastest-growing state in the U.S., has what is described as the "best business climate" in the country. Given its low cost of living, low unemployment rates, rich supply of natural resources, state and local government favorable to business, generous tax structure—no corporate or personal state income tax—and many other amenities, the Fort Worth/Dallas area has been voted by Master of Business Administration (M.B.A.) graduates from around the country as among the most desirable of all major business centers in which to locate.

TCU is a Category I institution of higher learning offering about 70 different master's degrees and 6 different Ph.D. degrees. Total enrollment at the university is about 6,100 drawn from every state and many foreign nations. In 1980-81, out of approximately 5,000 undergraduate students at TCU, 1,100 were business majors at the Neeley School. Of some 1,000 graduate students, 150 were enrolled in the business school. TCU is a private, nonsectarian university related historically to the Christian Church (Disciples of Christ) although the school is controlled by an autonomous board and the student body and faculty reflect the ecumenical spirit of the university and denomination. Students and staff are selected solely on the basis of educational qualifications and academic potential without regard to sex, religion, handicap, age, race, or ethnic origin.

PROGRAMS OF STUDY

The full-time M.B.A. program takes two years to complete and is entered in the fall. The part-time program must be completed in five years or less and is entered in the fall, spring, or summer semesters. Students who enter the M.B.A. program bring with them a wide variety of undergraduate backgrounds. Undergraduates who anticipate pursuing an M.B.A. degree at TCU are advised, however, to take mathematics through beginning calculus and a college-level introduction to economics.

The M.B.A. program requires 60 semester hours of classroom instruction. The core curriculum consists of 36 hours of required course work in accounting, economics, marketing, organizational behavior, finance, quantitative analysis, computer studies, information systems, communication skills, and strategy formulation and implementation. The remaining 24 hours are elective, though students with previous background in business studies may be able to waive some core requirements through proficiency exams and thus extend the number of elective hours available. There are no majors, but students may take up to 12 hours in an area of special interest such as finance, marketing, accounting, management, or decision science.

In general the curriculum stresses implementation skills, that is, the application of theoretical models to real business problems. The Leadership Development Project requires teams of students to work on administrative problems facing area businesses and non-profit organizations and present their proposed solutions to management. In the Educational Investment Fund, students have full responsibility for a portfolio worth over $860,000.

The M.P.A. program is designed for those who wish to enter public or private accounting at the professional level. The program emphasizes accounting theory, professional ethics, information systems and control, and statistical and mathematical applications to accounting. Completion of the program reduces the experience requirement for becoming a C.P.A. in Texas from two years to one. With an undergraduate major in accounting from an accredited school, the M.P.A. program consists of 30 semester hours, including 18 hours of graduate-level accounting courses.

The M.M.S. program presupposes a background in engineering, math, or physics. The curriculum is similar to that followed by the M.B.A. student except more quantitative courses are required at the elective level.

ADMISSION

Admission is selective with approximately 2 of 5 applicants gaining admission. About 30-40 students enroll each year. Admission is granted on the basis of proven academic ability, demonstrated motivation, and evident promise of success. Students who have earned an undergraduate degree from an accredited institution, or who expect to earn one before entering the M.B.A. program, are considered for admission. An admission decision is based on the consideration of five items: (1) a completed application, (2) a self-evaluation essay, (3) three reference reports, (4) transcripts from all educational institutions attended since high school, and (5) scores on the Graduate Management Admission Test (GMAT). Special requirements for international students include Test of English as a Foreign Language (TOEFL) scores.

Completed applications for the full-time program begin arriving as early as October for the following fall and are acted upon within two weeks. Because space is limited and classes are small, students are urged to apply as early as possible. Applicants for the part-time program should complete their application at least a month before the semester in which they wish to enter the program.

EXPENSES

The 1980-81 tuition rate was $106 per semester hour.

FINANCIAL ASSISTANCE

In order to assure that every qualified, full-time student is able to meet the cost of graduate business education, the M. J. Neeley School of Business relies upon a variety of financial aid programs including scholarships, assistantships, grants, and loans. Applications should be made on the GAPSFAS form which should be sent to the Graduate and Professional School Financial Aid Service by February 1 in order to reach the Neeley School by March 1. Very generous research assistantships—full tuition remission plus $3,000 cash—are available for superior students.

CORRESPONDENCE

For complete information, write

Kent Druyvesteyn, Assistant Dean
M. J. Neeley School of Business
Texas Christian University
Fort Worth, Texas 76129

TEXAS TECH UNIVERSITY

LUBBOCK, TEXAS

Texas Tech University, one of four major state-supported universities in Texas, is located in Lubbock, a metropolitan area with a population of 200,000. Lubbock is a medical and financial center and a center for trade and manufacturing for the Southwest.

Total university enrollment is approximately 23,000 students from all 50 states and many foreign countries. The College of Business Administration currently has 5,200 students, of whom 450 are enrolled in master's and doctoral programs. University graduate programs are diverse and include those in the School of Law and School of Medicine.

The College of Business Administration building, which includes a twelve-story office tower, is one of the most modern facilities in the country. The college has its own computer center, consisting of an HP-2000 minicomputer with 32 terminals, a complete software package, and a remote job entry station to the university's Itel AS/6 computer. The university library is also a modern facility with a capacity of three million volumes, and 300 carrels for graduate students and faculty.

PROGRAMS OF STUDY

The College of Business Administration offers a variety of graduate programs designed to meet the diverse needs of students.

The Doctor of Business Administration (D.B.A.) degree is offered with areas of concentration in accounting, finance, management, marketing, business statistics, operations research, and management information systems. The program is designed to provide a broad, integrated knowledge of business, to develop specialized knowledge in at least three business or closely related disciplines, and to develop the student's research abilities. Examinations must be passed—as early in the program as possible—to show competence in linear algebra, calculus, elementary statistics, and use of the computer. Tool requirements must be satisfied—through course work or examinations—in advanced statistics, operations research techniques, and advanced microeconomics and macroeconomics. There is no requirement for a foreign language. The student who is successful at each step should complete degree requirements in two to three years of full-time study beyond the master's degree. D.B.A. graduates from Texas Tech are currently serving on the faculties of major universities in the United States and several foreign countries.

The Master of Business Administration (M.B.A.) program is designed to provide a broad background in business administration with particular emphasis on developing managerial perspective, analytical tools, and skills. Generally, the student may expect to complete the program in from one to two years depending on prior academic training and business experience. M.B.A. graduates from Texas Tech are heavily recruited by major corporations and public sector organizations.

The Master of Science in Accounting program is especially suited to the practicing accountant and the recent undergraduate in liberal accounting programs. The student follows a program of 36 hours of course work after completion of leveling requirements. Specializations in taxation and in oil and gas accounting are available in the Master of Science in Accounting program.

The Master of Science in Business Administration is designed to produce a specialist in one of the functions of business: finance, management, marketing, management information systems, business statistics, or operations research. The student follows a program of 36 hours of course work after completion of leveling requirements.

The College of Business Administration, in association with the School of Law, offers a program which enables the student to earn both the Doctor of Jurisprudence and Master of Business Administration degrees in roughly four years of full-time academic work. This represents a saving of one year if the two programs were pursued separately.

ADMISSION

Unconditional admission to the master's program is by a formula based upon scores on the Graduate Management Admission Test (GMAT) and grade-point average in the last 60 hours of undergraduate work. In addition, applicants to the Master of Science in Accounting program must have a grade-point average of 3.0. There is no application fee.

EXPENSES

Total tuition and fees for non-Texas residents are approximately $600 per semester; for Texas residents, approximately $150 per semester. These fees are based on a 12-hour course load per semester; fees for students enrolled for fewer hours are lower.

FINANCIAL ASSISTANCE

University fellowships, teaching assistantships, part-time instructorships, research assistantships, federal fellowships, and traineeships are available on a competitive basis to highly qualified students. Federally insured and other loans are available through the Office of Student Financial Aid. The deadline for applying for assistantships and instructorships is March 15 for the fall semester and November 1 for the very limited number of positions that become available at mid-year.

PLACEMENT

The Career Planning and Placement Center serves graduating students and alumni by providing career counseling and coordinating an extensive program for recruitment by major employers. In addition, the College maintains a close relationship with the business and academic community, and its placement program benefits from this relationship.

CORRESPONDENCE

For additional information, please contact
Associate Dean for Graduate Programs
College of Business Administration
Texas Tech University
Lubbock, Texas 79409
Telephone: 806-742-3184

THOMAS COLLEGE

WATERVILLE, MAINE

Thomas College is one of the oldest independent colleges of business in the United States, founded in 1894 as a nonsectarian, coeducational college dedicated to career training. The college is accredited by the New England Association of Schools and Colleges and authorized by the state of Maine to award the degree of Master of Science in Business. The college serves approximately 1,100 full-time and part-time students and is located on a 70-acre campus which has been recognized as one of the most modern small college facilities in New England.

The college maintains a computer center to support the instructional and research needs of both students and faculty. Also available to the students is an extensive collection of business and related materials in the Marriner Library.

PROGRAM OF STUDY

The primary objective of the graduate management program is to develop broad managerial ability rather than specific skills. In keeping with this objective, courses with a managerial perspective are offered rather than courses of a highly technical and specialized nature. The more specific objectives of the program are to enable the student to use effectively such tools as accounting, economics, finance, and statistics; to develop in the student the ability to research, analyze, and solve problems using a managerial approach; and to improve the ability of the student to reach and report conclusions both orally and in writing.

Students having no previous training in business may expect to complete a maximum of 60 credit hours, while students holding an acceptable bachelor's degree in business or its equivalent may complete the requirements with a minimum of 30 graduate credits.

All students enrolled in the program are required to complete 15 credit hours from the following distribution: accounting—3; economics—3; management—6; and mathematics—3. The student is to elect enough additional courses from his concentration and electives to achieve a minimum of 30 graduate credits with a cumulative grade-point average of 3.0 (B).

ADMISSION

As an academic community Thomas College grants admission to all candidates regardless of sex, race, creed, ethnic background, or marital status.

The Graduate School Admission Committee, comprised of three members of the resident graduate faculty, decides upon the admissibility of each applicant based upon the following information:

1. Certified copies of all the applicant's previous academic work should be forwarded by each institution attended to the Dean of the Graduate School at Thomas College. Copies in the possession of the candidate are not acceptable. A bachelor's degree from a regionally accredited college or university is required.
2. Students who have completed acceptable graduate work at another graduate school should have official transcripts forwarded to the Dean of the Graduate School to insure that proper transfer credit is awarded by the Graduate School Admission Committee.
3. All applicants must submit the results of the Graduate Management Admission Test (GMAT). The Thomas College score report number is 3903 and should be indicated on the GMAT registration form.
4. The recommendations of three persons attesting to the applicant's previous experience and potential, as both a graduate student and a professional manager, are required. The candidate should request each reference to write directly to the Dean of the Graduate School.
5. Candidates who are graduates of foreign universities must submit their scores on the Test of English as a Foreign Language (TOEFL). These scores must be received 30 days before the start of the semester for which the student plans to enroll.
6. Complete information must be provided on a Thomas College Graduate School Application form.

EXPENSES

Tuition, per course	$240
Application fee (not refundable)	15
Thesis fee	50
Graduation fee	35

PLACEMENT

The Graduate School of Management has complete access to the college placement service. Representatives from both the business and nonprofit sectors throughout the United States annually recruit on campus.

CORRESPONDENCE

For further information, write or call

Dean of the Graduate School
Thomas College
Waterville, Maine 04901
Telephone: 207-873-0771

TRENTON STATE COLLEGE

TRENTON, NEW JERSEY

Trenton State College was founded in 1855 and is now located in a wooded lake area north of Trenton, New Jersey. The college is a multipurpose institution with more than 10,000 students. The Division of Business Administration and Economics had over 1,000 majors during the 1980-81 academic year. The college has two semesters and a summer session each year. Graduate student enrollment is over 2,000 students.

PROGRAM OF STUDY

The Division of Business Administration and Economics offers a 30-semester-hour graduate program leading to the Master of Science in management. This M.S. degree program prepares graduates for managerial positions in business, government, and nonprofit organizations. The program's goal is to prepare managers in problem solving, employing modern management skills and knowledge. Preparing specialists in specific disciplines or fields is secondary to preparing people to manage in a variety of situations.

This M.S. program in management consists of 10 courses (3 semester hours each) including 21-24 semester hours of required courses dealing with managerial tools, organizational dynamics, financial management, functional areas, business environment, and policy/decision making and 9 or 6 semester hours of electives with advisement. Students may elect courses in such related fields as political science, economics, psychology, sociology, mathematics, or other fields which are congruent with their managerial career goals.

Prerequisite undergraduate courses in the areas of economics (6 hours), accounting (3 hours), management (3 hours), mathematics (6 hours), and statistics (3 hours) along with knowledge in use of computer facilities, including the ability to write a simple program in a current computer language, are required prior to taking the graduate courses. Each accepted applicant is advised of her/his deficiencies, if any, and given an opportunity to meet prerequisite requirements by course work and/or credit by examination including CLEP tests.

The minimum general requirements for the degree are a B average in the graduate courses with no more than two C grades and a passing grade on the comprehensive examination component.

ADMISSION

Admission to this program is highly competitive as a result of enrollment limitations. All applicants must have a bachelor's degree from an accredited college or university in the United States or proof of equivalent preparation at a foreign institution and must take the Graduate Management Admission Test. Students must possess at least a 2.75 undergraduate grade-point average for the junior and senior-year courses or a 2.50 minimum cumulative grade-point average for all undergraduate-level work.

Foreign applicants must also provide scores from the Test of English as a Foreign Language (TOEFL).

It is expected that not all qualified students can be accommodated; however, accepted students may begin course work in the fall or spring semester and in the summer session. Summer class offerings are available on a limited basis.

EXPENSES

New Jersey residents are charged tuition of $50 per semester hour; out-of-state students pay tuition of $70 per semester hour. Fees include a $10 application fee, a $2 per semester hour service fee, and a $3 per semester hour student center fee.

Nearly all graduate students live off campus. The housing office on campus maintains a list of off-campus housing.

FINANCIAL ASSISTANCE

A limited number of graduate assistantships are available each semester with the greatest number granted for a 12-month period beginning with the fall semester. Certain loan funds and part-time employment opportunities are available to qualified persons.

PLACEMENT

The college's placement office is available to graduate students and alumni, including scheduled visits with representatives from businesses and government. The graduate supervisor and faculty of the M.S. program also assist students in seeking suitable employment.

CORRESPONDENCE

For further information and/or to request an application, please write to

Dean of Graduate Study
Trenton State College
CN 550
Hillwood Lakes
Trenton, New Jersey 08625
Telephone: 609-771-2111

TRINITY UNIVERSITY

SAN ANTONIO, TEXAS

Trinity University, founded in 1869, is a privately supported, coeducational school with a current enrollment of about 3,200 students. The modern campus overlooks San Antonio, a city with a population of about 900,000. On a 107-acre tract, the university is located in one of the city's exclusive residential areas and is one of the most beautiful college campuses in North America.

Because Trinity is a relatively small school, the students benefit greatly from a close student-faculty relationship. The objective of graduate work at Trinity is to provide the student with every opportunity to achieve productive scholarship and professional competence in the area of his specialization. The emphasis is upon the development of analytical thinking, independent and original research, and effective communication. Graduate work is offered in both the regular and the summer sessions and includes classes scheduled in the evening.

PROGRAM OF STUDY

The Department of Business offers work leading to the degree of Master of Business Administration (M.B.A.). Applicants for admission to candidacy for this degree should, in addition to satisfying all admission requirements of the Graduate School, either have completed or complete as part of their graduate program basic college courses in accounting, business law, economics, finance, management, marketing, quantitative methods, and business statistics. A series of two-hour modules have been designed to provide graduate students with a business background. Those courses are the following:

ACCT 280RQ Accounting for Management Control
BUSN 280RQ The Business Environment
ECON 280RQ Economic Analysis for Business
FNAN 280RQ Finance for the Business Enterprise
MGMT 280RQ Management Survey
MKTG 280RQ Survey of Marketing Management
QUAN 280RQ Quantitative Tools for Administration
QUAN 281RQ Statistical Applications for Management

A candidate for the degree should complete at least 24 graduate hours in business administration and up to 12 graduate hours from supporting areas. The M.B.A. program, outlined below, requires 36 graduate hours for completion.

Core courses:
MGMT 380 Theory and Practice of Administration
MGMT 385 Managerial Economics
FNCE 387 Financial Analysis for Decision Making
ACCT 384 Managerial Accounting
MKTG 386 Marketing Analysis
QUAN 381 Statistical Research

Elective courses:
18 semester hours: at least 6 semester hours of graduate business electives and up to 12 hours outside of business administration with the approval of the Department of Business

Course work in business administration emphasizes administrative theory and processes and provides work in management, marketing, and finance. Individual programs are tailored to the objective of students in consultation with their graduate advisors. Depending on undergraduate preparation, full-time students will require one to two years to complete work for an M.B.A. degree.

ADMISSION

By its nature, Trinity is a highly personalized institution, and applicants admitted to the graduate school are carefully selected. Admission to the program of study leading to the M.B.A. degree is based upon undergraduate performance, scores on the Graduate Management Admission Test (GMAT), and other evidence that the candidate is capable of success in the program.

Full admission to the Graduate School requires a bachelor's degree from an accredited institution with a B average in the last 60 hours of undergraduate work, a B average in all work in business administration, and satisfactory GMAT scores. If a student holds a degree from an accredited college but does not have the required grade level in undergraduate work, he or she may, at the discretion of the Dean of the Division of Business and Administrative Studies, be admitted as a provisional student. Students should send an application to the Graduate Admissions Office and submit transcripts and scores on the Graduate Management Admission Test.

EXPENSES

Tuition for full-time graduate students is $1,750 per semester (fall 1981). Tuition for part-time graduate students is $145 per hour for the fall 1981 semester. Changes in tuition rates may occur.

FINANCIAL ASSISTANCE

Graduate assistantships are available for a limited number of students. These awards include tuition remission and a stipend for a nine-month period. A limited amount of scholarship aid is available, as well as National Direct Student Loans for qualified graduates pursuing a minimum of nine semester hours of work.

PLACEMENT

Trinity University's placement office provides assistance to students seeking part-time or full-time employment. Recruiting schedules include national and local businesses, governments, and institutions.

CORRESPONDENCE

For further information, please write or call
Director of Graduate Studies
in Business Administration
Trinity University
715 Stadium Drive
San Antonio, Texas 78284
Telephone: 512-736-7238

TROY STATE UNIVERSITY

TROY, ALABAMA

Troy State University, growing steadily since its beginning in 1887, is today the dominant institution of higher education in southeast Alabama. Through six schools, the largest of which is the School of Business and Commerce, the university seeks to provide challenging educational opportunities for its students. Located within 120 miles of the beautiful Gulf beaches, 40 miles of Montgomery, the capital of Alabama, 146 miles of Birmingham, 182 miles of Mobile, and 190 miles of Atlanta, Troy State University provides ample opportunities to satisfy the most diversified of interests. The School of Business and Commerce offers undergraduate degrees in accounting and business administration with areas of concentration in economics, finance, management, marketing, general business, and secretarial science.

PROGRAM OF STUDY

The Master of Business Administration (M.B.A.) program is designed to provide managerial knowledge and skills for those persons aspiring to positions with administrative responsibilities. Much of the expertise gained from the M.B.A. program is relevant to professional administration in governmental, educational, and other institutions, as well as in business organizations.

Specific M.B.A. program goals are

- to develop a high degree of competence in making decisions and initiating actions based on the theory and nature of business organizations and their environment,
- to develop skills in interpersonal and group relations within organizations,
- to develop a sense of the role of responsible professional management within the firm and society,
- to develop a competence in communication within organizations for motivating individuals and groups to undertake appropriate action,
- to develop the competence to integrate and interrelate in a decision-making sense the contributions of the business functions to the operation of the firm as a whole.

Oriented to a management point of view, the M.B.A. program seeks to instill in the student a broad knowledge of professional responsibilities. The program stresses that a combination of cooperative effort and respect for human values is basic to the successful administrator, that the business executive operates within a sphere greater than his particular enterprise, and that business decisions affect—and are affected by—the economic, social, and political environment. Students learn that executives must act with a constant awareness of the social and ethical implications of business activity. Recognizing the diversity of interests of students, the program seeks to provide sufficient flexibility so as to enable specialization in various areas.

The Troy State University M.B.A. program consists of 50 quarter hours of which 40 hours are core courses required of all students and 10 hours are electives. A thesis may be substituted for 10 hours of electives. Upon approval of the graduate advisor, a maximum of 10 hours of graduate courses may be taken outside of business and economics in fields such as psychology, guidance and counseling, sociology, and mathematics, whenever graduate prerequisites can be met.

Core courses	*Quarter hours*
Business Strategy—611	5
Marketing Management—661	5
Managerial Finance—631	5
Decision Theory—641	5
Managerial Economics—651	5
Macroeconomics and Forecasting—652	5
Organization Theory—671	5
Managerial Accounting—691	5
Total core courses	40
Electives	10
Total degree requirements	50

The M.B.A. program is offered at the Troy campus and the Dothan, Fort Rucker, and Bay Minette branches.

ADMISSION

To be admitted to the M.B.A. program, a candidate must hold a baccalaureate degree from a regionally accredited institution and must show high promise of success as determined by (1) his performance on the Graduate Management Admission Test (GMAT) and (2) his undergraduate grade average.

The program is open to all students who qualify, regardless of undergraduate major. However, certain preparatory courses in economics, accounting, marketing, finance, management, statistics, and law are required. Students who have received a bachelor's degree in business generally have fulfilled this requirement, but students may have to complete up to 45 quarter hours of preparatory work.

EXPENSES

Tuition, per quarter hour	$28
Books, per quarter, approximately	45
Room and board, per quarter (depending on accommodations)	300-500

FINANCIAL ASSISTANCE

A limited number of scholarships and assistantships are available. The usual government scholarship loans are also available to qualified students.

PLACEMENT

The university maintains its own placement office, which is visited annually by representatives of leading companies. The placement office also keeps interested alumni informed of employment opportunities for experienced personnel.

CORRESPONDENCE

For further information, write or call

Dean
School of Business and Commerce
Troy State University
Troy, Alabama 36081
Telephone: 205-566-3000, extension 137

TULANE UNIVERSITY

NEW ORLEANS, LOUISIANA

The School of Business at Tulane is firmly committed to a rigorous integrated program for business management. Founded in 1914, it is one of the oldest business schools in the United States. The school is fully accredited and is a charter member of the American Assembly of Collegiate Schools of Business. Current enrollment in the Master of Business Administration (M.B.A.) program is 250 full-time students and 100 part-time students, with a faculty of 36. The school is housed in its own building and maintains its own library in an adjacent building.

PROGRAMS OF STUDY

The M.B.A. program stresses an interdisciplinary approach to general management education. The school's aim is to produce the well-rounded, balanced manager, not the technician. A theoretical foundation is provided in all fundamental areas, and students are trained to solve applied problems with emphasis on problem formulation, development of solution criteria, and implementation of plans and/or programs for solution. A wide variety of teaching techniques are employed. The school offers an informal work environment which allows considerable interaction between students and faculty.

The curriculum is divided into core (required) and elective courses. The core courses, taken during the first year, include study in organizational behavior, economics, management science, accounting, finance, marketing, law, communications, and computers. Second-year courses include management strategy and nine electives appropriate to individual career interests. Many second-year courses involve consultant relationships with the local business community. The student is also eligible to take three hours of credit in independent studies. In total, 60 semester hours (30 each year) must be successfully completed.

Transfer credits are not accepted; however, a student with prior academic work in the core set may be granted a course waiver by passing a qualifying examination on the subject matter. A course waiver reduces the total number of credit hours needed to earn the M.B.A. degree.

The evening part-time curriculum is identical to the full-time program and is taught by the same professors.

Tulane offers three joint degree programs. The Law School participates in the M.B.A./J.D. program, and the School of Public Health and Tropical Medicine participates in both the M.B.A./M.P.H. in health systems management and the M.B.A./M.P.H. in environmental health services programs. There is a special application procedure for each program.

The school offers a number of in-house research facilities. The Decision Room, a bank of videoscreen computer terminals linked to the university's computer laboratory, provides time-sharing capability for course work and individual projects. The Communications Skills Center, which includes a closed-circuit television studio, monitoring facilities, a language laboratory, and other equipment, is an integral part of the M.B.A. program. Faculty and students utilize these resources in teaching, making presentations, practicing for job interviews, and preserving lectures and interviews. The center also maintains a library of video tapes.

ADMISSION

The school seeks students from all parts of the world and encourages applicants with bachelor's degrees in the arts, sciences, engineering, and other major fields of study. Although work experience is not required, its value is recognized in terms of practical education.

A completed application includes official transcripts of all course work, scores on the Graduate Management Admission Test, several short essays, and three letters of recommendation. No arbitrary cutoff scores or grade-point averages are used. The Admissions Committee carefully weighs academic and nonacademic data as indicators of the student's maturity, motivation, and ability. A completed application for the fall and spring semesters should be submitted by May 31 and December 1, respectively. Interviews are encouraged.

EXPENSES

The cost for a nine-month academic year for an unmarried student is, approximately, as follows:

Tuition, fees, books, supplies	$ 5,840
Living expenses (off campus)	5,690
Total	$11,530

FINANCIAL ASSISTANCE

The school offers three types of financial aid: fellowships, college work/study, and federal loans. Fellowships are awarded to full-time students on a competitive basis at the time of admission. Work/study jobs and federal loans are awarded to students carrying at least nine hours of credit who demonstrate financial need. Returning students are eligible for aid, based on their first year performance and/or financial need. Students may be considered for all types of aid. A Graduate and Professional School Financial Aid Service (GAPSFAS) application is required.

PLACEMENT

The school has its own in-house placement service which provides personal assistance in career planning and developing successful job search skills. Functions include a student Resume Book which is compiled and sent to interested companies, on-campus job interviews, and other related services.

Placement statistics are available upon request.

CORRESPONDENCE

For further information, write or call

Director of Admissions
School of Business
Tulane University
New Orleans, Louisiana 70118
Telephone: 504-865-4611
Telex: 58-4289

Institute of Administration and Management

UNION COLLEGE AND UNIVERSITY

SCHENECTADY, NEW YORK

The Institute of Administration and Management is part of Union College, one of the constituents of Union University which also comprises Albany Law School, Albany Medical School, Albany College of Pharmacy, and Dudley Observatory. Union College, founded in 1795 in Schenectady, New York, has a strong tradition of leadership in the implementation of broad programs incorporating liberal arts, sciences, and engineering.

PROGRAMS OF STUDY

The Master of Business Administration (M.B.A.) program is designed to prepare individuals from various undergraduate backgrounds for successful careers in business, government, education, and research. The curriculum emphasizes analysis of the interdependencies in large complex systems as a framework for managerial decision making. Rigorous academic study is combined with practical applications to provide a comprehensive, sophisticated view of the nature of management. The program consists of 24 courses (4 courses per trimester) distributed among the areas of systems science and simulation, quantitative analysis, accounting-management control, behavioral science-organizational theory, business economics, financial management, and business policy. Two years of intensive full-time study are generally required to complete the degree requirements. A concentration of four to five courses in one of the following areas is required: international management, health systems management, public administration, quantitative analysis, planning and control, and management information systems.

The M.B.A. program with a concentration in health systems management prepares students for professional administrative and managerial careers in large public and private health organizations. The concentration in public administration is geared toward training individuals to deal comprehensively with issues of public policy. The international management M.B.A. concentration prepares students to deal effectively with foreign companies, abroad or in the U.S.A. Language and cultural studies are required, a term abroad is encouraged, and as a further option, one semester at a foreign university. The quantitative analysis concentration is of special interest for students with a strong analytical background who desire to broaden their expertise in quantitative techniques and to apply these techniques to the practice of management. The M.B.A. concentration in planning and control prepares individuals for professional positions in control, systems analysis, strategic planning, and general management. The M.B.A. program in management information systems serves the needs of students planning careers in the design and implementation of computer-based systems. All M.B.A. programs take approximately two years of full-time study.

The Master of Science (M.S.) degree in industrial administration is designed primarily for the student with an undergraduate degree in engineering or natural science and stresses the training of technical managers. This one-year curriculum draws upon the foundation of administrative theory, mathematics, behavioral science, and economics to develop strong analytical tools for complex problem solving.

The Master of Science degree programs in operations research and in applied statistics have been developed for students with a sound training in mathematics who desire a high level of competence in these fields of applied analysis.

Sixteen courses are required for all Master of Science degrees. M.S. programs can be completed in one calendar year of full-time study.

The Doctor of Philosophy degree is awarded in administrative and engineering systems in cooperation with the Engineering Division and emphasizes a broad interdisciplinary approach to problem solving (behavioral science, engineering, operations research, statistics, economics, and management). Research and thesis, developed in close consultation with the faculty, are of greatest importance in this program. The program is intended for students of highest academic promise who have an interest in research, teaching, or high-level managerial or public positions. It requires three years of full-time study, and there is a residence requirement of one year.

Participation in cooperative work-studies is encouraged for students in all programs.

ADMISSION

Admission to all programs is open to graduates of accredited colleges and universities. The Graduate Management Admission Test (GMAT) is required of all applicants. Union College operates on a trimester schedule and holds two summer sessions. Full-time students are admitted in the summer and fall terms only. Selection is based on academic ability and leadership potential. Admission requirements for full-time students are superior scholarship, as demonstrated by undergraduate or graduate work and commensurate scores on the GMAT. The undergraduate record, work experience, GMAT score, and performance in three core courses are considered in the admission of part-time students.

EXPENSES

M.B.A. programs requiring 24 courses will amount to a total cost of approximately $9,000. M.S. programs will amount to approximately $6,000; the Ph.D. degree program, about $10,000.

FINANCIAL ASSISTANCE

Scholarships, assistantships, and fellowships, in various combinations of stipends and tuition waivers, are awarded in accordance with academic promise. Stipends may range from $1,600 to $3,600 per year. The Registrar's Office will aid students in securing state and federal loans.

PLACEMENT

The Career Counseling and Placement Service assists students and alumni seeking employment.

CORRESPONDENCE

For further information, please write
Assistant Director
Institute of Administration and Management
Union College
Schenectady, New York 12308
Telephone: 518-370-6235

Faculte d'administration

UNIVERSITE DE SHERBROOKE

SHERBROOKE, QUEBEC, CANADA

The Faculte d'administration de l'Universite de Sherbrooke, established in 1955, became in 1965 the first French-speaking university to offer a cooperative M.B.A. program.

PROGRAMS OF STUDY

The goal of the Master of Business Administration (M.B.A.) program is to train individuals in management in order to help them realize their own career goals, to operate effectively within an organization, and to help society adapt to change. Besides the core courses in administration, the program offers the possibility of specialization in the following areas: finance, marketing, and management.

The Universite de Sherbrooke was the first in Canada to offer a cooperative system for a graduate business program. In addition to four academic terms, students spend three periods in industry where they relate the theory they have learned to practice. These jobs are carefully chosen so that each student gets the experience in the field which is the most interesting to him.

The Faculte d'administration also offers an M.Sc. degree in systems analysis, finance, and marketing. The M.Sc. program aims towards the training of theorists in the management sciences, specialized in one or the other of the above mentioned fields. Most of the graduates opt for careers in business or teaching. Those who choose business will normally be called upon to act as counselors and very often participate in further training programs for executives. As to those who are looking for professorship, the training they will receive will prepare them to assume teaching positions or to pursue doctoral studies.

In order to prepare them for these careers, the training of the candidates revolves around the three following points:

- mastering the concepts, techniques, and tools in the chosen field of specialization;
- becoming familiarized with the techniques and the rigorous methodology of scientific research;
- initiating oneself with the most appropriate teaching methods in these fields.

The duration of the program is at least 16 months; however, the student may extend it to more in order to profit from and contribute to the academic environment. The maximum duration, however, is set at four years.

ADMISSION

The selection of students must conform to the objectives and characteristics of the program. Therefore, one of the roles of the Admissions Committee is to examine each application in terms of the heterogeneity of the group to be formed. The majority of M.B.A. candidates already have a university degree in law, engineering, social sciences, pedagogy, or pure sciences. Half of the candidates have at least two years of practical experience. With the authorization of the Dean, a number of persons who do not have a university degree but who do have a solid professional background are admitted to the program every year. The selection process consists of four steps: (1) each applicant must submit application forms, undergraduate grades, and three personal recommendations to the Director of the Program; (2) each applicant must submit scores on the Graduate Management Admission Test; and (3) each applicant will be interviewed by the members of the Admissions Committee. All necessary credentials should be on file in the school by May 31.

The recruiting of some 30 candidates admitted each year in the M.Sc. program is done mainly among Canadian and European universities and more specifically among the graduates who hold a bachelor's degree in administration or in economics who wish to pursue specialized training. The candidate interested in enrolling in this program must obtain, complete, then return to the Registrar's Office the forms needed to constitute his personal record.

EXPENSES

Tuition for the M.B.A. program is $232.50 for the first academic session and $282.50 for the following academic sessions. Students must also pay a sports fee of $10 and a $9 fee for the Federation des Etudiants de l'Universite de Sherbrooke. Costs during an academic session term are, at a minimum, the following: (1) food and lodging, $200 a month for a single person, $350 a month for a married couple; (2) $100 for books for each academic session; (3) $50 per month for other expenses.

Tuition for the M.Sc. program is $697.50 for the first year. For the second year and the following one tuition is $25 per year. Food and lodging could be estimated at $200 per month for a single person, $350 per month for a married couple.

Tuition fee for foreign students is $750 for each academic session in both programs.

FINANCIAL ASSISTANCE

For M.B.A. students a plan for aid offers loans to pay tuition fees for the second, third, and fourth academic sessions. The criteria for the awarding of a loan are, first, academic success and, second, financial need. During their practical work sessions, students earn on the average more than $1,200 per month; therefore, it is possible for a student to cover a large part of his expenses during the program. For more information on scholarships write to Madame Louise Bedard, Bureau de la Recherche et des Bourses, Pavillon Central, Universite de Sherbrooke, Sherbrooke, Quebec.

Scholarships and research or teaching assistantships are available for M.Sc. students. More information on these matters could be obtained by writing to Bureau de la Recherche et des Bourses, Pavillon Central, Universite de Sherbrooke, Sherbrooke, Quebec.

PLACEMENT

The university maintains a placement office. Many of the students stay on with the employers who offered them practical work sessions. The Coordination Service also aids in finding employment opportunities.

CORRESPONDENCE

For further information, write to

Directeur du Programme M.B.A. or
Directeur de Programme M.Sc.
Faculte d'administration
Universite de Sherbrooke
Sherbrooke, Quebec J1K 2R1

UNIVERSITY OF AKRON

AKRON, OHIO

Buchtel College was established in 1870, becoming the municipal University of Akron in 1913. In 1967, the University of Akron became a state university and now enrolls more than 23,000 students with approximately 40 percent in evening classes.

The Department of Commerce began offering courses in 1919. In 1953 the College of Business Administration was established; current enrollment is 2,400 undergraduate and 700 graduate students. All master's programs are accredited by the AACSB.

PROGRAMS OF STUDY

Programs leading to the degrees of Master of Business Administration, Master of Science in Management, Master of Science in Accounting, and Master of Taxation are offered. Graduate courses are offered only in the evening hours, as most of the graduate business students work full time. Graduate students must maintain a 3.00 (A = 4.00) average and complete all graduate work within six years.

The M.B.A. program (54 graduate semester credits) provides a broad general knowledge of the functional areas of business as well as concentration in one area (accounting, finance, international business, management, or marketing).

The M.S. in Management (54 graduate semester credits) and M.S. in Accounting (48 graduate semester credits) provide a limited exposure to the functional areas of business and a detailed concentration in management or accounting.

The Master of Taxation degree program is designed to meet the growing need for specialization in taxation.

ADMISSION

To be eligible for consideration for admission into the graduate programs in the College of Business Administration the applicant must meet one of the following three minimum requirements:

1. hold a domestic baccalaureate degree from a regionally accredited college or university and have a total score of 1000 or more points based upon the overall undergraduate grade-point average (A = 4.0) × 200 + the Graduate Management Admission Test (GMAT) score,

   or

2. hold a domestic baccalaureate degree from a regionally accredited college or university and have a total of 1050 or more points based upon the junior-senior (i.e., last 64 semester or 96 quarter credits) grade-point average × 200 + the GMAT score,

   or

3. hold a degree from outside the United States and have an academic standing of first or high second class, satisfactory evidence of competence in English (i.e., TOEFL score of 550 or above), and a score of at least 450 on the GMAT.

Applicants who have not taken the GMAT will not be considered for admission. Furthermore, although an applicant is eligible for consideration, an offer of admission is not guaranteed. It must be recognized that staff, facilities, and resources are limited which means that a determination must be made as to the number of applicants among those eligible who can be adequately serviced. As a result, offers of admission may be limited to only the most qualified of the eligible applicants as determined by the CBA Graduate Admissions Committee when considering multiple variables such as the following: the difficulty of the applicant's undergraduate program, the percentile ranking on the GMAT, and the length of time and activities since graduation.

The Graduate Admissions Committee meets four times per year (approximately four weeks after each GMAT administration date) to evaluate all current applicants simultaneously. Therefore, all of the applicants' credentials (except the GMAT score for those taking it on the most recent test date) must be received at least four weeks before the Graduate Admissions Committee meets.

EXPENSES

A nonrefundable application fee of $20 is charged. Graduate tuition is $39 per hour for Ohio ($55 per hour for non-Ohio) residents. Tuition and fees are subject to change without notice. Housing in the community is available at a variety of rates.

FINANCIAL ASSISTANCE

A limited number of graduate assistantships are available for students eligible for admission to Graduate School. Graduate assistantships provide a modest stipend ($3,000 per year) plus remission of tuition and fees. Graduate assistants are expected to perform research and other duties for the university for approximately 20 hours per week and are expected to carry an academic load of 6-10 graduate hours per quarter. Graduate assistantship applications should be on file by April 1 for the following academic year.

PLACEMENT

The University Placement Office assists students seeking employment. An active file of employment opportunities is maintained for students and alumni.

CORRESPONDENCE

For further information, write or call

Director
Graduate Programs in Business
College of Business Administration
University of Akron
Akron, Ohio 44325
Telephone: 216-375-7043

UNIVERSITY OF ALABAMA IN BIRMINGHAM

BIRMINGHAM, ALABAMA

The University of Alabama in Birmingham was established by action of the Board of Trustees in 1966 and was accredited as an independent educational institution in 1970 by the Southern Association of Colleges and Schools.

The University of Alabama in Birmingham is an urban university located in the financial, commercial, and manufacturing center of the state.

Enrollment in all units for the fall quarter of 1980 was approximately 14,200 students.

The School of Business is an integral part of University College with an enrollment of approximately 1,950 undergraduate and 500 graduate students. The school is accredited at both the undergraduate and graduate levels by the American Assembly of Collegiate Schools of Business. The university operates on a modified quarter system with admissions to the Master of Business Administration (M.B.A.) and Master of Accounting (M.Ac.) programs limited to the fall and spring quarters of each academic year.

PROGRAMS OF STUDY

The UAB School of Business offers a professional graduate program designed to acquaint students with all aspects of business activity while developing competency in management and organization.

The M.B.A. program is directed toward preparing graduate students, regardless of their undergraduate training, for leadership in business, industry, government, and social service.

A maximum of 54 semester hours credit is required for the M.B.A. degree. However, undergraduates in business or other areas with course work in required functional areas may have certain core courses waived. The minimum requirement is 36 semester hours. Evening offerings ensure the availability of courses for students attending on a part-time basis.

The M.Ac. program provides specialized instruction at the graduate level in accounting for students who plan to assume leadership roles in the production and use of accounting information in private industry, public accounting, and not-for-profit organizations. The program is designed to build an entry level of professional competence and to lay the foundation for subsequent professional development or additional graduate study. A minimum of 33 semester hours credit is required for the degree. For students with baccalaureate degrees in fields other than accounting, the maximum may be as high as 66 semester hours.

The School of Business in cooperation with the School of Public and Allied Health also offers the Ph.D. in Administration/Health Services. The program is designed to attract a small number of highly qualified students who wish to pursue full-time advanced studies in the conceptual, philosophical, and applied aspects of administration in the health care environment.

ADMISSION

Admission to the M.B.A. program is limited to holders of baccalaureate degrees from regionally accredited institutions. Students seeking admission to the program must have completed satisfactorily (C grade or above) an undergraduate calculus course or must remove the deficiency within the first 12 months of their enrollment in the program. In addition, applicants must present evidence including, but not limited to, admission test scores and undergraduate records indicating high promise of success.

A total of 150 students per year will be admitted to the M.B.A. program. The decision will be made as follows: (a) the students must present a minimum GMAT score of 450); (b) they must also have at least 950 points based on the formula 200 × the undergraduate GPA (4.0 system) plus the GMAT; or at least 1000 points based on the formula 200 × the upper-division GPA plus the GMAT. For fall or spring admission, all required information must be in the Graduate School six weeks prior to regular registration for the quarter in which the student seeks admission. Finally, when the number of applicants meeting the above criteria exceeds 150, applicants presenting the highest total formula scores with a minimum GMAT of 450 will be accepted.

For admission in good standing in the M.Ac. program, the student should have either (a) GMAT score of 470 or above and overall undergraduate grade-point average of 1.75 or above (3.0 system) or junior-senior grade-point average of 2.0 or above (3.0 system); or (b) a total of at least 1,000 points based on the formula: 200 × the undergraduate GPA (4.0 system) plus the GMAT score; or at least 1,020 points based on the formula: 200 × upper-division GPA (4.0 system) plus the GMAT score.

EXPENSES

General fees for all in-state graduate students	
Graduate School fees, per semester hour	$39
(maximum of $270 per quarter)	
General fees for all out-of-state graduate students	
Graduate School fees, per semester hour	78
(maximum of $540 per quarter)	
Student activity fee for all students	13

FINANCIAL ASSISTANCE

Assistantships, ranging to $1,250 per quarter, are available for qualified full-time graduate students. Graduate students also have the opportunity to earn funds by assisting individual faculty members on funded research projects.

CORRESPONDENCE

For further information on the M.B.A., write
Associate Dean, Graduate School of Business
University of Alabama in Birmingham
Birmingham, Alabama 35294
Telephone: 205-934-2204
For M.Ac. write
Chairperson, Department of Accounting
School of Business
University of Alabama in Birmingham
Birmingham, Alabama 35294
Telephone: 205-934-3483

UNIVERSITY OF ALASKA—ANCHORAGE

ANCHORAGE, ALASKA

The university dates from July 4, 1915, when the Hon. James Wickersham, delegate to Congress from Alaska, laid the cornerstone on land set aside by Congress for the support of a land-grant college. The college opened for instruction on September 18, 1922. Today it is a statewide system of higher education, with administrative headquarters, and with universities located in Fairbanks, Anchorage, and Juneau. The system also includes various community colleges and regional extension centers in other areas of the state. The university is accredited as an institution of higher learning by the Northwest Association of Secondary and Higher Schools.

The School of Business and Public Administration is located in the state's commercial, financial, and cultural center, hub of international travel and trade. The proximity of the university to the city center allows the School of Business and Public Administration faculty and students to work closely with business organizations and governmental units. Case studies, research, and off-campus education are facilitated by the willingness of the community to assist faculty and students in studying business and governmental institutions and activities.

PROGRAM OF STUDY

The Master of Business Administration (M.B.A.) is a professional degree offered through the School of Business and Public Administration. It is designed to prepare students to pursue meaningful and rewarding careers in management. The curriculum for the M.B.A. degree is management-oriented rather than highly specialized and emphasizes concepts that are relevant to both small and large firms and both the public and private sectors.

This degree is designed for the individual who wants to pursue a professional career in management or one of its sub-fields. The 36 credit-hour program consists of 3 major course blocks: a group of basic core courses (21 credit hours), an emphasis course group (9 credit hours) and a 2 course integrative block (6 credit hours) taken at the end of the program.

After completing the basic core courses the student must pass a written qualifying examination. No formal thesis is required for the program, but the integrative course sequence at the end does require that the student develop and complete a practical project in general administration.

The content of the core courses assumes an undergraduate business background or equivalent level of knowledge. Thus the student entering the program is expected to have introductory-level knowledge of accounting, finance, marketing, organizational behavior and personnel, micro- and macro-economics, elementary statistics, and computer programming. Students who are deficient in one or more of these areas are expected to make up these deficiencies by either completing equivalent undergraduate courses, special graduate review courses, or through self-study.

It is possible to complete all requirements for the M.B.A. degree while employed full time. All graduate classes are scheduled at night, and part-time students typically enroll in one or two classes per semester. A full-time student may complete the program in three semesters, depending on scheduling and other factors. Four semesters is a more realistic time frame for most full-time students.

ADMISSION

Admission to the program is open to any student possessing an undergraduate degree who has a 3.0 undergraduate grade-point average and a score of 450 on the Graduate Management Admission Test (GMAT) or some comparable combination. Transcripts of all college work and three letters of reference are also required. Applications may be obtained from the Registrar.

The fall semester extends from early September to mid-December, and the spring semester begins in mid-January and ends in early May. Applications for admission are accepted up to the beginning of each semester.

EXPENSES

Tuition* (semester)	
Resident	$320
Nonresident	710
Fees	18

*Students who enroll for 6 or fewer credits are assessed the resident rate of $40 per graduate credit hour.

UAA has no campus housing but apartments are currently plentiful in the Anchorage area.

FINANCIAL ASSISTANCE

Inquiries concerning financial aid should be directed to the Financial Aid Office which has information both on general university financial aid programs and those particularly applicable to graduate students. Information on part-time employment, both on campus and in the community, is available through the Office of Student Services.

PLACEMENT

The university Placement Office conducts an active recruiting service and maintains placement files for graduates. Numerous employers recruit on campus both during fall and spring semesters.

CORRESPONDENCE

Inquiries should be directed to

M.B.A. Program Director
University of Alaska—Anchorage
3221 Providence Drive
Anchorage, Alaska 99504

UNIVERSITY OF ALASKA—FAIRBANKS

FAIRBANKS, ALASKA

The university dates from July 4, 1915, when the Hon. James Wickersham, delegate to Congress from Alaska, laid the cornerstone on land set aside by Congress for the support of a land-grant college. The college opened for instruction on September 18, 1922. Today it is a statewide system of higher education, with administrative headquarters, a senior college, and a community college in Fairbanks, and senior colleges at Anchorage and Juneau. The system also includes various community colleges and regional extension centers in other areas of the state. The university is accredited as an institution of higher learning by the Northwest Association of Secondary and Higher Schools.

The Fairbanks campus of the university is located on a hill overlooking the city, which has a metropolitan area population of approximately 60,000 and is the commercial and transportation center for interior Alaska and the focal point for construction activities in Alaska's interior. University of Alaska—Fairbanks is a residential campus with a student enrollment of slightly over 3,000 and housing facilities for both single and married students. Inquiries and applications concerning housing should be directed to the Office of Student Housing well in advance of anticipated registration.

PROGRAM OF STUDY

The Master of Business Administration (M.B.A.) requires a minimum of 30 hours of course work beyond the bachelor's degree. While an undergraduate degree in any discipline is acceptable, prior course work in accounting, quantitative methods, economics, marketing, and management is desirable. Undergraduate deficiencies in these areas can be remedied on campus in specially designed prerequisite courses for M.B.A. students.

The M.B.A. program has as its objective preparing students for managerial positions in business, industry, government, and nonprofit organizations, as well as for further graduate study. Managerial decision making is emphasized throughout the curriculum, with course work being required in the fields of management, marketing, finance, accounting, and the tool areas of research, quantitative methods, and economics. Each student may also select courses or a combination of course work and an optional thesis, which pertain to his or her own particular interests. The university's Honeywell 66/20 computer system is utilized both as an instructional and an analytical tool.

The program is designed to accommodate the needs of both the full- and part-time student. Most graduate courses are offered during the evening hours. A full-time student can complete the program in one calendar year, and a part-time student can complete it in two to three years.

ADMISSION

Admission to the program is open to any student possessing an undergraduate degree who has a 3.0 undergraduate grade-point average and a score of 450 on the GMAT or some comparable combination. Transcripts of all college work and three letters of reference are also required. Applications may be obtained from the Registrar.

The fall semester extends from early September to mid-December, and the spring semester begins in mid-January and ends in early May. Applications for admission are accepted up to the beginning of each semester.

EXPENSES

Estimated expenses for a single student per semester:

Tuition	
Resident*	$320
Nonresident	710
Fees	136
Room	315
Meal ticket, approximately	700
Books and supplies	200
Personal	400

*Students who enroll for six or fewer credits are assessed the resident rate of $40 per graduate credit hour.

FINANCIAL ASSISTANCE

Inquiries concerning financial aid should be directed to the Financial Aid Office which has information both on general university financial aid programs and those particularly applicable to graduate students. Research assistantships are sometimes available through research institutes on campus. Information on part-time employment, both on campus and in the community, is available through the Office of Personnel Services.

PLACEMENT

The University Placement Office conducts an active recruiting service and maintains placement files for graduates. Numerous employers recruit on campus both during fall and spring semesters.

CORRESPONDENCE

Inquiries concerning the M.B.A. program should be directed to

M.B.A. Program Director
School of Management
University of Alaska
Fairbanks, Alaska 99701

THE UNIVERSITY OF ALBERTA

EDMONTON, ALBERTA, CANADA

The University of Alberta is a publicly supported coeducational institution located about two miles from the business center of Edmonton. Since its founding in 1906, it has had a record of rapid growth, especially during the last 20 years. During the 1979-80 year, there were more than 18,000 full-time students registered in the degree and diploma programs of the university. Of these, approximately 2,000 were pursuing graduate programs. The full-time academic staff numbers about 1,755.

University research facilities include an extensive library system holding over 1,900,000 items, not including the large collection of microfilmed material or the 17,000 periodical subscriptions. The university has, for use of students and faculty, one of the larger computers in Canada. This facility provides excellent time-sharing capability for the more than 100 terminals distributed throughout the campus, as well as batch processing that commonly provides very fast turnabout time.

The Master of Business Administration (M.B.A.) program at the university was started in 1964. Since that time, its enrollment has grown to the present level of 90 full-time and 160 part-time students. The Faculty of Business Administration and Commerce has a full-time academic staff of 57, plus a number of sessional lecturers. Undergraduate enrollment in the faculty is approximately 1,500 full-time students.

PROGRAM OF STUDY

The Faculty of Business Administration and Commerce offers professional education for business and government leadership in the program of courses leading to the Master of Business Administration. The program is designed to develop the student's critical, analytical, problem-solving, and decision-making capabilities, and to give him both a sense of mission and a sense of confidence in his abilities.

The M.B.A. program is designed for students with various educational backgrounds: liberal arts, engineering, science, education, business administration, and others. Normally requiring two academic years of study, the program is structured in two phases. The first consists of 12 half-year core courses in the fundamental areas underlying administration and decision making. These core courses give all students a common comprehensive base upon which advanced elective courses are built. Students who have already developed competence in one or more of these core areas may satisfy the corresponding requirement(s) by satisfactory performance on waiver examination(s).

The second part of the program consists of advanced elective courses which give the student the chance to pursue areas of interest in depth, either with or without a master's thesis. The thesis option requires a minimum of four advanced half-year courses in addition to the thesis; the nonthesis option requires a minimum of six advanced courses and an individual research paper written under the direction of a faculty supervisor.

The core courses may be taken either on a normal full-time basis or on a part-time basis, that is, one or two courses at a time. To accommodate those students who want to do this part of the program on a part-time basis, these courses are offered in evening sections as well as sections that meet during the usual school day.

ADMISSION

Admission to the M.B.A. program is open to students holding a baccalaureate degree who present satisfactory evidence of ability to pursue graduate study. This evidence takes the form of academic performance during their last two years of formal study, scores on the Graduate Management Admission Test, letters of recommendation, a brief statement of purpose in undertaking the M.B.A. program, and a personal interview where feasible. In addition, students whose native language is not English must pass a proficiency examination in English.

EXPENSES

For the eight-month academic year 1980-81 typical expenses were as follows:

Tuition and fees	$ 840
Books and supplies	325
Living expenses	4,000
Medical plan fees	70
Transportation	145
	5,380
Married students add	1,500
	$6,880
Holders of student visas	330
	$7,210

FINANCIAL ASSISTANCE

A limited number of fellowships and scholarships are awarded competitively by the university. The faculty has a number of teaching and research assistantships which pay from $4,600 to $5,000 per academic year; these assistantships require up to 12 hours of work each week.

CORRESPONDENCE

For further information, write to
Associate Dean—Graduate Program
Faculty of Business Administration and Commerce
The University of Alberta
Edmonton, Alberta, T6G 2G1, Canada
Inquiries concerning admission should be addressed to
Dean
Faculty of Graduate Studies and Research
The University of Alberta
Edmonton, Alberta, T6G 2G1, Canada

THE UNIVERSITY OF ARIZONA

TUCSON, ARIZONA

The University of Arizona is a land-grant state university that was established in 1885. Today it is one of the 25 largest universities in the nation. The university is located in Tucson which is renowned for its sunshine, outdoor recreational facilities, and diverse cultural activities. The university enjoys a strong academic reputation which is reflected by the $75 million in funds it received in 1979-80 from outside agencies.

The College of Business and Public Administration has 5,000 undergraduates and 650 graduate students enrolled. The college has a strong commitment to academic excellence, and its faculty members regularly contribute to the scholarly literature. Recent examples include articles in *The Accounting Review, The Bell Journal, Communications of the Association for Computing Machinery, The Harvard Business Review, The Journal of the American Institute of Planners, The Journal of Marketing Research, The Journal of Money, Credit and Banking,* and *The Management Science Journal.* Additionally, several faculty members are authors of standard textbooks in their field, and many act as consultants for a variety of organizations.

PROGRAMS OF STUDY

There are 650 students currently enrolled in master's degrees in accounting, business administration, economics, finance, geography, management, management information systems, marketing, public administration, and urban planning and in Ph.D. programs in business administration, economics, and geography.

The M.B.A. is a 50-credit-hour professional degree designed to prepare men and women for leadership positions in a wide variety of organizations. It is intended for liberal arts, science, engineering, business, and other majors. Business majors may enter the M.B.A. program or one of the other more specialized programs. Nonbusiness majors may complete the M.B.A. in 21 months (4 semesters) or in 16 months (3 semesters and one summer). Through course waivers, well-qualified business majors may complete the degree program in 12 months (2 semesters and one summer). Core courses are available in the late afternoon and evening for part-time candidates. Students can develop a specialty within their M.B.A. program by choosing electives appropriately.

The Master of Public Administration degree is a 48-credit-hour program with specialties in health services administration, criminal justice administration, public management, and human services administration.

The Master of Accounting degree is 30 credit hours for undergraduate accounting majors. Concentrations are available in various accounting fields including financial and tax accounting.

The Master of Arts in economics is a 30-credit-hour, applied economics degree which includes 15 hours of course work in economic theory and applied quantitative methods, as well as 9 hours in a related field.

The M.S. in finance is a 30-credit-hour program with specializations in corporate finance, financial intermediaries, investments, and real estate.

The M.S. in management is a 30-credit-hour degree with specializations in operations management, quantitative methods, organizational behavior, and personnel management.

The M.S. in management information systems is a 30-39-credit-hour program (depending upon background) which includes up to 24 units of management information systems courses and 15 units of courses in business administration.

The M.S. in marketing is a 30-credit-hour degree program with a variety of courses in marketing management, including communications management, product management, buyer behavior, and marketing research.

The M.S. in urban planning is a 54-credit-hour program with specialties in physical and environmental/land use planning, health and human services planning, and local and regional economic development.

The Ph.D. degrees in business administration and in economics are designed for outstanding students who wish to prepare for careers in teaching or research.

ADMISSION

Candidates must submit an application and all official transcripts. Graduate Record Examinations scores are required for the programs in economics, geography, public administration, and urban planning. Graduate Management Admission Test scores are required for the other programs. The Admissions Committees prefer applicants with aptitude scores in the 60th percentile or better and an academic average of B or better. Candidates may commence study in late August, January, or in one of the two five-week summer sessions.

EXPENSES

Registration fees per semester are currently $302.50 per student. Arizona residents do not pay tuition fees. Nonresident fees are currently $852.50 per semester. In the summer sessions, residents and nonresidents pay a $15.00 registration fee and tuition of $33.00 for each credit hour. For a student completing 4 courses in the two 5-week summer sessions, the total cost is $426.00.

FINANCIAL ASSISTANCE

A limited number of graduate tuition scholarships, which waive nonresident tuition for those coming from outside Arizona, are available. Scholastic record and other factors are conditions. Loan arrangements are available, including National Direct Student Loans and Guaranteed Bank Student Loans.

PLACEMENT

Each year over 300 corporations and government agencies recruit undergraduate and graduate business students at the University Placement Center.

CORRESPONDENCE

For information, write or call

Director, Graduate Professional Programs
College of Business and Public Administration
The University of Arizona
Tucson, Arizona 85721
Telephone: 602-626-1637

UNIVERSITY OF ARKANSAS

FAYETTEVILLE, ARKANSAS

The College of Business Administration under the auspices of the Graduate School of the University of Arkansas offers programs leading to the M.B.A. and Ph.D. in business administration, M.S. in accounting, and M.A. and Ph.D. in economics degrees. The organizational structure of the college includes six departments: accounting, economics, finance, management, marketing, and quantitative management science. Facilities for advanced study include the Bureau of Business and Economic Research located in Fayetteville and the Industrial Research and Extension Center located in Little Rock. Both the undergraduate and master's degree programs in business administration are fully accredited by the AACSB.

The campus location in the Ozark Mountains offers extensive outdoor recreational opportunities. A new $5-million College of Business Administration Building was occupied in 1977. With over 100,000 square feet of floor space, the building offers the most up-to-date facilities.

PROGRAMS OF STUDY

The Master of Business Administration (M.B.A.) program is designed to provide for graduates from diverse academic backgrounds a professional foundation for careers in business and related fields. Emphasis is placed on understanding the nature of the business and economic system as a whole in order to prepare students for their future responsibilities in recognizing, analyzing, and solving organizational problems. While a number of courses of specialized nature are offered, overall emphasis is placed on breadth and integration of knowledge. The program reflects the importance of each student acquiring sound general principles and decision-making techniques which will remain effective in a changing environment. The M.B.A. is designed as a two-year degree, although students who have completed a bachelor's degree in business administration and who have had sufficient instruction in accounting, economics, statistics, business law, finance, marketing, and management can normally complete the program within one year. The final 30 hours of the M.B.A. are an integrated core of 18 hours covering the areas of accounting, economics, finance, marketing, management, and quantitative management science, and 12 hours of approved electives. The program does not require a thesis.

The student may, if desired, use the program's elective hours to concentrate on a special field. Besides the traditional functional areas, a number of other special fields of concentration are available. Courses in these fields are taught by scholars drawn from various disciplines. Examples of fields available include international marketing, real estate and urban land economics, computer-based systems/management science, and manpower management.

The Master of Arts in economics is designed for holders of baccalaureate degrees in either economics or business. The program requires 24 hours of course work plus a thesis. The thesis, however, may be waived if the student presents 6 hours of additional course work in a research-related area. Assignment of specific courses is generally accomplished after consultation with the major advisor of the Department of Economics.

The Master of Science in Accounting program is designed for individuals interested in careers in professional accounting. The degree program requires 30 hours of course work for students with a baccalaureate degree in accounting. Students without previous course work in business or economics can complete the course of study in two years. The degree program does not require a thesis.

The doctoral program is designed for those who wish to prepare for college and university teaching, although a thorough background is provided for those who wish to pursue professional careers in industry, government, or private consulting. Before being admitted to candidacy, applicants for the Ph.D. degree must meet both the general requirements of the Graduate School, as outlined in the *Graduate Bulletin*, and those of the Graduate Advisory Committee of the College of Business Administration.

ADMISSION

Admission to all degree programs, except the M.A. and Ph.D. in economics, requires an undergraduate grade-point average of at least 2.5 (4.0 = A), a baccalaureate degree from an accredited four-year institution, and acceptable scores on the Graduate Management Admission Test (GMAT). Students holding appropriate master's degrees are evaluated in accordance with standards established by the Graduate School and the College of Business Administration.

EXPENSES

Semester tuition expenses for regular course loads:

In-state students	$300
Out-of-state students	715

FINANCIAL ASSISTANCE

Graduate assistantships at the master's level are awarded on the basis of undergraduate grade-point averages, GMAT scores, and letters of reference. The normal stipends range from $1,500 to $2,500 for nine months. Recipients of graduate assistantships are expected to work up to 16 hours per week in a research- or academic-related area. At the doctoral level, teaching associateships (six hours per semester) carry a stipend of $4,760 for nine months. Appointment as a teaching associate is based on grade-point average, GMAT scores, letters of reference, and teaching competency. All tuition is waived for the fall and spring for recipients of teaching associateships.

PLACEMENT

The university maintains a central placement office visited annually by representatives of approximately 300 companies from all sections of the country. The Graduate Studies Office of the College of Business Administration maintains a placement service for graduates seeking teaching and/or administrative positions.

CORRESPONDENCE

For further information or to request an application for admission, write or call

Coordinator of Graduate Studies
College of Business Administration (BA 334)
University of Arkansas
Fayetteville, Arkansas 72701
Telephone: 501-575-2851

UNIVERSITY OF BALTIMORE

BALTIMORE, MARYLAND

The University of Baltimore, a part of the State College and Universities System, is a metropolitan institution serving the Maryland and Washington, D.C. region. The university is unique in being an upper-level, graduate, professional institution, including an A.B.A.-accredited School of Law.

The university is conveniently located at the transportation hub of Baltimore, across from the Pennsylvania Railroad Station, next to I-83, and near the major bus stations. In particular, excellent train schedules for service to and from Wilmington, Delaware and Washington, D.C. allow easy access to the School of Business programs for students from those areas.

The School of Business has a full-time faculty of 54 who offer instruction designed to prepare men and women for increasingly more responsible positions and to develop in them a better personal awareness of the social responsibilities of the business and public sectors. Consequently, emphasis is placed not only on the acquisition of knowledge and skills but also on personal perception of the organizational environment.

PROGRAMS OF STUDY

The School of Business offers two major approaches to graduate studies, each resulting in the master's degree:

The Master of Business Administration (M.B.A.) curriculum has been designed for students with varied academic discipline backgrounds. Preparation in engineering, the arts or sciences, law, education, and other fields provides appropriate academic background for the M.B.A. program. The M.B.A. program includes such preparatory work as each student may be required to take, plus the basic 30-credit-hour program consisting of the functional and advanced-level specialization courses. Full-time students needing only the 30 hours of course work may complete their program in two semesters.

The M.B.A. program allows the student to select three electives from any of the graduate courses offered by the School of Business. Courses included are from areas in accounting, economics, finance, international business, labor relations, management, management information systems, marketing, operations research, and personnel and industrial relations. The M.B.A. degree may be earned by taking only day, evening, or weekend courses (Friday evening and Saturday morning) or by mixing class selections.

The Master of Science degree is awarded to the student who completes any one of several specialized programs. These program curricula have been designed for students desiring to meet the increasing demands of a particular professional field. Programs offered that result in the award of the M.S. degree are accounting and business (with concentrations in economics, finance, international business, management, management information systems, marketing, operations research, personnel and industrial relations, and production/operations management), economics and taxation.

The School of Business, in concert with the School of Law, offers concurrent instruction leading to joint degree programs with the combination of M.B.A./J.D. and M.S. Accounting/J.D.

The Women's Program in Management is designed for women who are seeking meaningful entry-level managerial positions or significant advancement within their current employment. Emphasis is on developing broad functional competence, managerial and conceptual insights into general business problems, leadership skills, and increased awareness of the special problems of women in the business world. The basic requirement is an undergraduate degree in some field other than business or management. Graduates of the program receive a Certificate in Management. Further, they may enter either the Master of Business Administration (M.B.A.) or Master of Public Administration (M.P.A.) degree programs, or any Master of Science program in the School of Business. For example, they may transfer 23 semester credit hours into the M.B.A. program and would have a balance of 28 semester hours of study to complete for the degree.

ADMISSION

The School of Business welcomes applications from all men and women holding baccalaureate degrees. The aim of the School of Business is to select those applicants who can successfully complete quality graduate study and meet the demands that will be imposed upon them. All applicants should submit their transcripts as soon as possible before the start of any term (September, January, or May). All international students are required to submit a 550 or higher score on the TOEFL prior to beginning their studies. Graduate Management Admission Test (GMAT) score submittal is encouraged prior to entry; otherwise the GMAT will be taken after program entry.

EXPENSES

Tuition and activity fees for graduate students in the current academic year total $59 per credit hour in their graduate courses and $39 per credit hour in any undergraduate courses they may take. There are no out-of-state fees.

CORRESPONDENCE

For further information or to request an application for admission, write or call

Director of Admissions
University of Baltimore
1420 North Charles Street
Baltimore, Maryland 21201
Telephone: 301-659-3010

UNIVERSITY OF BATH

BATH, UNITED KINGDOM

The school is based in specially designed accommodations on the main university campus. The campus is a closely knit complex built on a 650-foot hill overlooking the city. All the resources needed, such as the library, refectories, computer suites, study-bedrooms, supermarkets, sports hall, bookshops, and banks, are grouped together on a pedestrian parade, with playing fields close by.

Bath University's School of Management has been in existence for 15 years. It has 3 professors, 33 other teachers, and 9 full-time researchers. Currently one of the largest schools in the university, it is responsible for an undergraduate degree, several joint courses with other schools, and a number of postexperience programs as well as the postgraduate programs described below.

In addition to a teaching institution, the School of Management has been developed as a center for research across a wide spectrum of subjects. The fact that many of the teaching staff are also engaged in applied research work keeps their thinking current on present problems.

PROGRAMS OF STUDY

The school offers a variety of opportunities for the postgraduate study of management through a number of programs in different aspects of management and with varying levels of specialization. The programs range from those which consist substantially of research to those which have a greater emphasis on course work. The different programs are outlined below.

The M.Sc. program in business administration is designed for those whose experience and qualifications lead them to an interest in the overall direction of enterprises. It is a specialized program, in that, although the structure is a compound of many facets of the organization, the teaching material and philosophy focus upon the central corporate issues of policy and strategy. There is a core of studies in business policy, managerial economics, financial management, and marketing management.

The program makes much use of project work, and each participant undertakes a field investigation over a period of five months, thereby applying what has been studied in the course to the organization or issue being investigated. Particular emphasis is placed on a wide interpretation of policy studies to involve contemporary and future issues.

The aim of the M.Sc. program in industrial relations is to provide opportunities for advanced study in the field of industrial relations. The program includes study in the four areas of industrial relations, labor economics, labor law, and human resources management. It is designed to develop an integrated approach to the analysis of industrial relations phenomena and is appropriate for students who wish to specialize in related activities in business organizations, public corporations, trade unions, and government agencies, or who intend to teach or do research.

The M.Sc. program in organization analysis and development provides for studies in research and theory about the organization of enterprises and the behavior of people in relation to them. It offers, especially to practicing managers, consultants, teachers, and research workers, an opportunity to develop competence in research, consulting, and managing learning situations.

The approach is based on a study of theory as it emerges from an interaction between concepts on the one hand, and methods and techniques on the other. Particular attention is paid to practical problems of research and consultancy in the field. The aim is to provide for each student a series of intellectually and personally stimulating opportunities for individual learning. The program is individually tailored to fit a research degree.

The school offers suitably qualified persons the opportunity of undertaking a program of research and study leading to the M.Sc. or Ph.D. degree. These programs, supervised by a member of the staff of the school, may be undertaken on either a full-time or a part-time basis. Applications will be considered from those whose interests fall primarily within the competence and interests of the staff.

The research programs cover a wide range of issues and problems ranging from policy studies through organizational change and development to more specialized topics and include projects of a comparative multinational character.

ADMISSION

Applicants for the M.Sc. degree should normally be graduates of an approved university. Nongraduates should hold the following qualifications:
(1) a relevant postgraduate diploma (passed at the appropriate level) *or* (2) a relevant professional qualification together with papers passed at an appropriate standard if required by the appropriate Head of Group *or* (3) extended and responsible experience in a relevant field in industry, teaching, or a government establishment with authorship of papers of an acceptable academic standard.

The nature of the first degree or other qualifications will have a bearing on the acceptability of the applicant depending upon the program of study for which the applicant is being considered.

Applicants for the degree of Doctor of Philosophy will normally be considered if they hold the degree of master from an approved university. Candidates for the degree of master may, with the permission of the Senate (provided they hold a first- or second-class honors degree, or its approved equivalent), transfer their candidature to the degree of Doctor of Philosophy. All other applicants must submit for and be awarded the degree of Master of Science first.

EXPENSES

Fees, per year	
United Kingdom nationals	£1,200
Others	£2,200
(Plus capitation and examination fees)	
Cost of living, estimated, per year	£3,000

CORRESPONDENCE

For further information on the programs in management offered by the University of Bath, please write to

School of Management
University of Bath
Claverton Down
Bath BA2 7AY
United Kingdom

UNIVERSITY OF BRIDGEPORT

BRIDGEPORT, CONNECTICUT

The University of Bridgeport is a private, nonsectarian, coeducational institution. The location of the university in highly industrialized southern Connecticut enables students to study at close range the operations of widely diversified industrial, commercial, and professional firms. This location also provides full-time faculty members with many opportunities for cooperation with industry to supplement their formal education in business administration. In addition, the university uses, to a limited extent, the services of academically qualified part-time instructors who are engaged in business activity.

The College of Business Administration was organized in 1947 when the university was chartered. The Master of Business Administration (M.B.A.) degree programs have been offered since 1959, and classes are scheduled only in the evening. Graduate students, therefore, integrate their advanced academic training and their responsibilities in commerce and industry. During the year 1980-81 there were approximately 600 students taking graduate courses.

PROGRAMS OF STUDY

Under two options, an honors program and a regular program, 10 evening programs of graduate study leading to the degree of Master of Business Administration are offered: accounting, business economics, finance, general administration, international business, management and industrial relations, managerial information systems, marketing, operations research, and urban management.

The basic objective of the programs is to give the qualified graduate student an opportunity to continue his or her formal education in business. The 10 curricula are designed to aid the student in fulfilling his or her potentialities in management, in the professions serving business, in teaching, or in business research.

The basic program (23 semester hours) is primarily intended for the student who has a nonbusiness degree. It provides an introduction to the business disciplines (accounting and statistics) and a broad knowledge of the fields of economics, legal environment of business, marketing, and management. Many of the courses in the basic program may be waived on the basis of undergraduate preparation. In addition, candidates for the M.B.A. in accounting must take 12 hours of specialized undergraduate accounting courses unless equivalent courses are completed.

In the advanced program (33 semester hours honors program, 39 semester hours regular program), students in each curricula must take 21 hours of common core courses in accounting, managerial economics, behavioral science in management, marketing management, financial management, statistical decision theory, and business decision making in a changing environment. In addition, under the honors program, students will take two graduate courses in their respective fields, one elective course, and a research project or thesis. Under the regular program, students will take four graduate courses in their respective fields and two approved electives. Those students pursuing a general administration curriculum must take three courses from each of any two of the nine groups of courses. Students in the regular program will take a comprehensive examination.

ADMISSION

A person who holds a bachelor's degree from an accredited college or university may apply for admission to graduate studies. The following criteria will be used in evaluating applications.

- Undergraduate record.
- Achievement on the Graduate Management Admission Test (GMAT).
- Personal interview—The Dean for the Graduate School may wish to interview certain applicants.
- Other written evidence of acceptability—This includes letters of recommendation from current employer and from undergraduate instructors who appreciate the requirements of graduate study.

EXPENSES

Tuition, per semester	
Full-time student—nine or more hours a semester	
12 hours-15 hours	$2,250
9 hours	1,688
Part-time student—six or fewer hours a semester	
6 hours	738
3 hours	369
Fees	
Registration fee (1-8 credits)	20

FINANCIAL ASSISTANCE

Financial aid is available. Full-time students are also eligible for graduate assistantships in such areas as faculty assistance and research. Assistants may complete the requirements for the master's degree in four semesters. Applications for graduate assistantships should be filed on or before June 15.

PLACEMENT

Graduate students are encouraged to avail themselves of the many employment opportunities provided by the Career Planning and Placement Office.

CORRESPONDENCE

For further information, write or call

Dean
Graduate School of Business Administration
University of Bridgeport
Bridgeport, Connecticut 06602
Telephone: 203-576-4384 or 576-4386

UNIVERSITY OF BRITISH COLUMBIA

VANCOUVER, BRITISH COLUMBIA, CANADA

The campus of the University of British Columbia is remarkable for its spaciousness and beauty. The university, which occupies approximately 1,000 acres, has grown rapidly in terms of faculty, buildings, and student enrollment. In the academic year 1980-81, the student enrollment was approximately 24,886. The Faculty of Commerce and Business Administration now enrolls over 1,667 students in the undergraduate program and 445 students in the graduate programs leading to the degrees of Master of Business Administration (M.B.A.), Doctor of Philosophy (Ph.D.), and Master of Science (M.Sc.) (Business Administration).

PROGRAMS OF STUDY

The objective of the M.B.A. program is to provide an education appropriate for a career in management. Students are expected to have or to acquire adequate preparation in economic theory, managerial accounting, finance, quantitative and computer methods, organizational behavior, and marketing.

In addition to the first-year requirements, the candidate for the M.B.A. degree must satisfactorily complete a minimum of 15 units. A number of advanced seminars are offered which are designed to permit a student to investigate selected topics in considerable depth. It is the purpose of these courses to acquaint the student with the literature available, to develop the ability to do graduate research, to consider the contribution of the specific topics under investigation to business problems and the managerial function in business, and to broaden the student's perspective. Because of the variety of graduate courses available, a program of study designed to meet the needs and interests of the student can be arranged. The fields of specialization offered are accounting and management information systems, finance, management sciences, marketing, organizational behavior, industrial relations, international business, transportation, urban land economics, and policy analysis.

The length of the program will be two academic years of full-time work. The program can also be completed on a part-time basis over a period of four years.

The Master of Science (Business Administration) degree is provided for graduate students who wish to prepare for specialized careers in the performance of technical and analytical functions or in the administration and management of specific types of organizations. In contrast to the M.B.A. program, which prevents excessive specialization in any one area of study, the M.Sc. program allows as much concentration in any field of study as may be consistent with the individual student's educational goals.

The M.Sc. program requires a minimum of 15 and a maximum of 33 units of course credits; the precise number of units depends upon the level and extent of the individual candidate's preparation for his chosen field of study. The period of study required for the degree will vary accordingly.

The basic objective of the doctoral program is to prepare students who have demonstrated intellectual capabilities for research and teaching positions. At the present time, doctoral candidates will be accepted for programs with specialization in accounting and management information systems, finance, management science, marketing, and organizational behavior. A student may pursue a cross-field or interdisciplinary program and concentrate in such areas as transportation, urban land economics, international business, policy analysis or develop a program which crosses department or faculty boundaries. The program is strongly research oriented, and special attention is given to each student in developing research creativity and productivity.

ADMISSION

In general, to be eligible for admission to the Faculty of Graduate Studies, students applying from Canadian universities must have an honor's degree and, in their final two years, have maintained at least a high second-class average, including at least six units of first-class marks. Students applyng from other countries must, in their final two years, have obtained a grade-point average of at least 3.00 on a 4.00 scale or the equivalent from a recognized university. The Graduate Management Admission Test (GMAT) is required.

Applications for admission to the M.B.A. and M.Sc. (Business Administration) programs should be submitted to the Faculty of Graduate Studies before May 31 of the year for which admission is sought. Evaluation of an application is based on the candidate's undergraduate and/or graduate record, performance on the Graduate Management Admission Test, and evidence of motivation.

Applications to the Ph.D. program must be submitted prior to May 31 of the year for which admission is sought. Earlier application is advised to be considered for most major awards and scholarships. Applications will be considered for admission on the basis of first-class marks in bachelor's and master's degree studies, a high Graduate Management Admission Test score, and evidence of research ability. Applications will be considered for admission directly from a bachelor's degree for students with outstanding qualifications.

EXPENSES

The maximum tuition fee for a master's degree is $1,250 and for a Ph.D. degree $1,875. In many cases the fees will be less than the maximum.

FINANCIAL ASSISTANCE

Financial assistance is made available by a number of funding agencies and by the University of British Columbia for qualified scholars on a competitive basis. Candidates are under automatic consideration for financial aid upon acceptance.

CORRESPONDENCE

For further information, write or call
Director of Masters' Programs
or
Director of Ph.D. Program
Faculty of Commerce and Business Administration
University of British Columbia
Vancouver V6T 1Y8, British Columbia, Canada
Masters' Programs Telephone: 604-228-3465
Doctoral Program Telephone: 604-228-2144

THE UNIVERSITY OF CALGARY

CALGARY, ALBERTA, CANADA

The University of Calgary is a publicly supported, coeducational institution located in one of Canada's fastest growing business and financial centers. During the 1980-81 academic year, there were approximately 14,000 undergraduate and graduate students enrolled in 15 faculties and the University College.

The university's research facilities include a recently expanded library with holdings of over 2,000,000 volume equivalents and an excellent computer center with a CDC CYBER 172 operating under a flexible time-sharing system. The Faculty of Management was established in 1967, and the master's program began in January 1975. There are currently 200 full-time and part-time students enrolled in the Master of Business Administration (M.B.A.) program.

PROGRAM OF STUDY

The purpose of the Master of Business Administration program is to prepare men and women with diverse academic and professional backgrounds for management careers in business and public organizations. The specific objectives of the program are to provide an opportunity for potential managers to develop

- the knowledge of theoretical concepts and analytical methods and the behavioral skills necessary to solve complex organizational problems,
- the capability of applying this knowledge and these skills in different types of organizations,
- an awareness of the critical role of entrepreneurship in all organizations—the revitalizing of existing organizations as well as the designing of new organizations,
- a sensitivity to value conflicts and issues of professional ethics at all levels of management.

Applicants who are admitted to the program will be expected to have adequate academic preparation in the following subject areas: economics, behavioral sciences, mathematics/statistics, computer science/data processing, and financial accounting. Applicants with inadequate preparation in one or more of these areas will be required to successully complete specified prerequisite courses prior to enrolling in the core courses.

The M.B.A. degree may be earned by a "courses" only option or by a "thesis" option. The course-based M.B.A. program requires successful completion of 14 half courses (in addition to any required foundation course(s)) plus a research project. A student may substitute an additional half course for the research project from selective offerings, subject to the approval of the student's advisor. A minimum of 10 half courses plus the research project must be completed in the Faculty of Management at The University of Calgary. The first phase of the program consists of the following core courses: management accounting, managerial finance, organizational management, operations analysis, marketing and distribution systems management, and management information systems. The second phase of the program offers specialization in one of the following areas: accounting and information systems, entrepreneurship and small business, management of human resources, management of financial resources, management of public institutions, and production and operations management. Students who so desire may choose not to concentrate in any particular area. However, the selection of courses will be subject to their advisor's approval. While the program can be completed in two years of full-time study, part-time students are expected to complete the degree requirements in three or four years with a maximum of six years.

The thesis option is normally offered only to students who possess a Bachelor of Commerce degree or its equivalent and who wish to pursue a special research interest on a full-time basis. Requirements are satisfied by completion of a thesis and a course work program consisting of eight half course equivalents. The full-time study period requirement is a minimum of two consecutive four-month terms of full-time study. Students will be expected to fulfill the research component during this time. All requirements must be completed within five calendar years from the time of first registration in the program.

ADMISSION

The M.B.A. program seeks to enroll men and women with diverse academic and professional backgrounds who want to assume responsibility for the management of business and public organizations. Applicants must hold a bachelor's degree or the equivalent from a recognized institution and present clear evidence of ability to pursue graduate study in management. The admissions committee considers academic performance during the last two years of previous university study, scores on the Graduate Management Admission Test, letters of recommendation, and a personal statement outlining career goals and how the M.B.A. will help achieve those goals. Preference is given to applicants with full-time work experience who have demonstrated the potential for success as professional managers. Applicants whose native language is not English must also submit scores on the Test of English as a Foreign Language.

Completed applications and all supporting documents must be submitted before May 30 for September admission and September 30 for January admission.

EXPENSES

Costs for attending the M.B.A. program are as follows:

Tuition, per semester course	$115.50
General fees, per semester	56.00

FINANCIAL ASSISTANCE

A limited number of research assistantships, scholarships, and fellowships are awarded competitively each year by the Faculty of Graduate Studies. In addition, the Faculty of Management awards a number of teaching assistantships that range from $2,700 to $3,300 per semester. Financial assistance is limited to full-time students.

CORRESPONDENCE

For further information or to request an application for admission, please write to

Master of Business Administration Program
Faculty of Management
The University of Calgary
Calgary, AB Canada T2N 1N4

Graduate School of Business Administration

UNIVERSITY OF CALIFORNIA, BERKELEY

BERKELEY, CALIFORNIA

Oldest of the nine campuses of the University of California, the Berkeley campus is located at the foot of the wooded Berkeley Hills, which afford a panoramic view of the San Francisco Bay Area. The Graduate School of Business Administration on the Berkeley campus offers programs leading to the M.B.A., joint M.B.A.-J.D., and the Ph.D. degrees. Candidates are admitted to programs which emphasize scholarship and research made possible through a distinguished faculty, an excellent library, laboratory and computer facilities, and the many other advantages offered by one of the leading university campuses in the world. Within this academic environment, candidates for higher degrees in business administration at Berkeley study to prepare themselves for responsible positions as business leaders, researchers, and teachers. Current enrollment is about 500 full-time master's students, 250 part-time students (San Francisco program), and approximately 75 in the Ph.D. program. The school offers three quarter sessions and an eight-week summer session. Students are expected to spend full time on their studies.

The school has research facilities in the Institute of Business and Economic Research, the Center for Research in Management, and the Institute of Industrial Relations. In addition, joint projects are undertaken under the auspices of other campus organizations such as the Survey Research Center, the Space Sciences Laboratory, the Institute of International Studies, and the Earl Warren Legal Institute. The school has its own time-shared DEC PDP 11/70 computer which supports instruction in scientific computing, data base management, and word processing.

PROGRAMS OF STUDY

The M.B.A. degree, directed toward professional management, requires two years for those having no undergraduate preparation in business administration and less time for those entering with preparation. Emphasis may be placed upon accounting; economic analysis and policy; finance; general management; international business; marketing; management science; organizational behavior and industrial relations; political, social, and legal environment; and real estate and urban land economics. However, students are not required to select an area of emphasis. An applied management project must be completed using methods and techniques gained from the M.B.A. curriculum.

The joint M.B.A.-J.D. program is offered under a cooperative arrangement between certain schools of law associated with the University of California and the Graduate School of Business Administration. Students in the joint program must meet the admission requirements of both schools including standard admission tests and application forms. Further details may be obtained from the Graduate School of Business Administration.

The Ph.D. degree is designed for students of exceptional ability who plan careers in college or university teaching and research or high-level staff positions in business or government.

ADMISSION

Admission is limited to the fall quarter of each year. Deadlines for application materials and transcripts to be submitted are December 1 for consideration in university scholarship and fellowship competition and February 1 for admission and other financial aid. The criteria employed for admission are as follows: the quality of the educational preparation, results from the Graduate Management Admission Test, full-time work experience, and a general assessment of managerial potential.

EXPENSES

For California residents, the quarterly fee is $275.50. Nonresident graduates pay $1,075.50 per quarter and foreign students $1,100.50 a quarter. Fees for the eight-week summer session run about $275 regardless of residency. (Fees are subject to change.)

FINANCIAL ASSISTANCE

All university financial aid is need based and is essentially limited to students showing evidence of financial need. Loans, grants, and work-study are the principal forms of aid administered through the University Financial Aid Office. A small number of university fellowships are available through the University Graduate Division. Disadvantaged students who are U.S. citizens are encouraged to apply for special financial assistance from the University Graduate Division. A limited number of teaching and research assistantships are available to highly qualified students through the school's departments and institutes. The school participates in COGME, a fellowship program for disadvantaged students in graduate management education.

PLACEMENT

Assistance in securing career employment is provided by the university's Placement Center and by the school. Major business, industrial, and government units send recruiting teams to the campus for interviews each year. A variety of other career planning and placement services are offered.

CORRESPONDENCE

Address all inquiries concerning the management programs offered by the University of California, Berkeley, to

Director of Admissions
Graduate School of Business Administration
University of California
350 Barrows Hall
Berkeley, California 94720

UNIVERSITY OF CALIFORNIA, DAVIS

DAVIS, CALIFORNIA

The Davis campus of the University of California is located in the central valley about 20 miles from Sacramento, the State Capitol, and about 70 miles from San Francisco. The Graduate School of Administration (GSA) on the Davis campus will admit its first students in the fall of 1981.

Research facilities available to students include a 1.5 million volume collection in the UC Davis Shields Library and considerable resources available in the campus computing center as well as in the GSA Computing and Simulation Laboratory. In addition, close cooperation between the GSA and other departments and units on campus provide opportunities for research and learning in such areas as economics, political science, sociology, psychology, environmental science, engineering, agricultural science, and food science and technology.

PROGRAMS OF STUDY

The two-year graduate program leading to the degree Master of Administration seeks to provide both entry-level and mid-career students with an understanding of management approaches to problem solving and an awareness of the environment within which public and private management decisions are made.

The program has a first year core which emphasizes concepts and techniques appropriate to management in either the public or private sector so that students, no matter what their special interests, are prepared to function in either sphere. In the second year, students may specialize in business management with emphasis in agricultural management, management in public programs, financial management, environmental and natural resource management or agricultural management. A joint degree program in engineering management is also offered. An internship during the summer after the first year and a problem-oriented second-year seminar give the student contact with real managerial problems to which the concepts and methods learned in the first year can be applied.

ADMISSION

Admission will be for the fall quarter only. Application materials may be obtained from the Graduate School of Administration or Graduate Division and must be completed and returned, with all supporting documentation, by March 1. Completed applications for financial aid must be filed by January 15 with the Graduate Division.

The criteria employed for admission are as follows: a bachelor's degree from an accredited institution, transcripts from undergraduate program which presents clear evidence of ability to pursue graduate study, results from the Graduate Management Admission Test (GMAT), three letters of recommendation, and a personal statement which discusses career objectives and educational reasons for seeking admission to the program.

EXPENSES

For California residents, the quarterly fee is $269.50. Nonresident graduates pay $800.00 per quarter. Fees are assessed by the university and are subject to change without notice.

FINANCIAL ASSISTANCE

Financial assistance at the University of California, Davis is awarded on the basis of academic record and financial need. Loans, grants, and work-study are the principal forms of aid administered through the university Financial Aid Office. A small number of university fellowships are available through the Graduate Division. Students from disadvantaged backgrounds may be eligible for university Graduate Opportunity Funds.

PLACEMENT

Assistance in securing career employment is provided by the university's Work Learn and Career Planning and Placement Center and by the school. Major business, industrial, and government units send recruiting teams to the campus for interviews each year.

CORRESPONDENCE

Inquiries concerning the programs of study offered by the University of California, Davis should be directed to

Graduate School of Administration
Voorhies Hall
University of California
Davis, California 95616

UNIVERSITY OF CALIFORNIA, IRVINE

IRVINE, CALIFORNIA

The University of California, Irvine campus is located approximately 40 miles from downtown Los Angeles in the center of Orange County, one of the nation's fastest growing regions. Now in its second decade, the Graduate School of Management (GSM) on the UC Irvine campus anticipates approval by The Regents of the University to change the designations of the master's degrees to Master of Business Administration (M.B.A.), Master of Public Administration (M.P.A.), and Master of Science in Administration (M.S.A.). The changes would affect all students entering after fall 1981. The school will continue to offer the Ph.D. in administration.

The students are divided almost equally between those with prior work experience and those enrolling directly from their undergraduate program. The 270 students, of whom some 20 are Ph.D. candidates, have diverse eductional backgrounds, including engineering, social sciences, humanities, business administration and so forth. There are many opportunities for research, both with the individual faculty members and in such research units as the Institute of Transportation Studies and the Public Policy Research Organization. The research facilities available to the student in GSM include a research collection which supplements the more than 900,000 volumes in the UC Irvine Library, a laboratory for experimental opportunities, and the considerable resources of the UC Irvine Computer Facility.

PROGRAMS OF STUDY

Accompanying the proposed changes in degree designation, the GSM curriculum has evolved to reflect more closely the generic philosophy of the school. The Tier I core courses, required of all master's degree students, consist of 10 courses which develop skills needed to select and use effectively the appropriate means, methods, and techniques for diagnosing and solving organizational problems, whether they are in business or the public sector, and to identify the significant concepts and phenomena associated with the study of the complex organizations. These bring to bear the relevant contributions of the core disciplines or interdisciplinary sources on the analysis of varied organizations and the administrative process.

All students pursuing the M.B.A. degree must take the four Tier II business courses also, which stress such concepts as corporate finance, business strategy, and marketing. Students interested in the M.P.A. must take the Tier II public courses, which include policy making and analysis, public revenue expenditure analysis, and productivity management. Those students pursuing the M.S.A. must take both the Tier II business *and* Tier II public courses. In all cases, the balance of the 23 courses is made up of electives, with the approval of the faculty advisor. No thesis is required for any of the above degrees. GSM offers advanced study leading to the Doctor of Philosophy in administration. The doctoral program is designed primarily to prepare individuals for careers in teaching and scholarly research at the university level. Because of its relatively small size, the GSM doctoral program is highly individualized with a minimum of structure. Only full-time students are currently admitted to the GSM doctoral program.

ADMISSION

Applicants for the master's degree programs should complete all phases of the application process by July 1 for the fall quarter. GSM also admits applicants in the winter quarter; application procedures should be completed 10 weeks prior to the beginning of the quarter.

GSM employs the following criteria for admission decisions: a bachelor's degree or its equivalent from an institution of acceptable standing, results from the required Graduate Management Admission Test (GMAT), and three letters of recommendation. Course work in calculus and statistics with probability is required. It is recommended that students have prior courses in economics, psychology, sociology, political science, and other social sciences. For those not satisfying this requirement, but otherwise qualified, it is possible to fulfill the requirement by the end of the first quarter in residence. Approximately 40 percent of the students have current or previous work experience.

Admission to the doctoral program is limited to the fall quarter. Applicants should complete all phases of the application process by April 15. Required criteria for admission are previous academic excellence as evidenced by both the bachelor's and master's degrees, three letters of recommendation from current or former professors, results from the GMAT, a previously prepared paper (research report, essay, case study) which may be indicative of the applicant's interests and capabilities, and a statement indicating areas of proposed study and interests.

EXPENSES

Fees are assessed by the university at the rate of $291 per quarter for residents of California. Nonresidents are subject to an additional out-of-state tuition fee of $960 per quarter. Fees are subject to change without notice.

FINANCIAL ASSISTANCE

The University Financial Aids Office and the Graduate Division make available each year a limited number of fellowships, scholarships, and loans. In addition, the Student Placement Center maintains a listing of part-time positions available to students. Also available are a limited number of research assistantships with various research projects on campus. Since these are subject to the availability of funding, it is not possible to predict accessibility.

PLACEMENT

The Career Planning and Placement Center, in conjunction with the Graduate School of Management, assists in placing students through a series of planned recruiting visits by major business, industrial, and governmental units, a widely distributed resume booklet which is published yearly, and career days designed for GSM students.

CORRESPONDENCE

For further information, contact
Graduate School of Management
Social Science Tower
University of California, Irvine
Irvine, California 92717
Telephone: 714-833-5234

UNIVERSITY OF CALIFORNIA, LOS ANGELES

LOS ANGELES, CALIFORNIA

Established 40 years ago, the UCLA Graduate School of Management offers a two-year Master of Business Administration (M.B.A.) degree, an academic Master of Science (M.S.) program (offered only with specializations in business economics and operations research), and a Ph.D. program. In addition to the regular M.B.A. program, the school offers a four-year program leading to the M.B.A./J.D. degrees and several three-year programs leading to the M.B.A./M.P.H., M.B.A./M.L.S., M.B.A./M.U.P. or M.B.A./M.A. in Latin American Studies degrees.

UCLA is about 10 miles west of the heart of the city and 5 miles from the Pacific where it escapes much of the congestion and pollution associated with major metropolitan areas. Located in its own modern facility, the Graduate School of Management offers the resources of a large university and the atmosphere of a smaller school where students enjoy close contact with the faculty and each other. Of the 1,000 students currently enrolled in the school, 850 are in the M.B.A. program, 120 are in the Ph.D. program, and 10 are in the M.S. program. They represent 40 countries and 130 different undergraduate institutions. The school's faculty number approximately 85.

PROGRAMS OF STUDY

The M.B.A. program focuses on the development of broad, managerial expertise and on a thorough grounding in a field of concentration. The program has four main components: a set of activities called the nucleus, the management core requirements, a field of concentration, and electives. In the nucleus and management core segments, students develop competence which relates to management generally. Through the concentration, each student pursues a field in depth and develops specific expertise with which to begin a career.

The nucleus is aimed at the development of skill in defining and solving managerial problems. Students are divided into nucleus sections of approximately 30. Through the close interaction of these groups and the use of cases, games, films, field exercises, and other techniques, the nucleus provides an environment in which students can experiment with different methods and styles of approaching managerial situations and problems. The second year of the nucleus consists of a major field study project which takes teams of student consultants into the community to work with the managers of a business, governmental, or other organization on a project.

The management core consists of 10 courses on subject matters basic to the practice of management. This requirement is divided into three parts: (1) a five-course management analysis requirement, (2) a three-course functional field requirement, and (3) a two-course management process requirement. Substitutes for specific management core requirements may be approved. This includes the possibility that studies completed prior to entering the M.B.A. program may satisfy the requirements, but then the student must select additional electives to complete 96 units of work in the program.

About a third of a student's work in the M.B.A. program is in a field of concentration. There are over a dozen established fields of concentration including accounting and information systems, behavior and organization science, business economics, computers and information systems, finance, general management, industrial relations, international and comparative management, management science, marketing, operations management, public and not-for-profit management, and urban land economics. A number of students take advantage of the opportunity to design individual concentrations.

Management in the arts is one of the areas of concentration in the M.B.A. program. It is designed for students who have background or experience in the arts and a commitment to management in an arts organization.

The program leading to an M.S. degree in management is an academically oriented program designed to prepare students to conduct meaningful research. It provides for intensive study in a specialized field and gives a student the opportunity to assess his career objectives and determine whether he is interested and qualified to pursue the Ph.D.

The program leading to the degree of Doctor of Philosophy in management is intended to prepare mature persons with demonstrated intellectual ability of high order for careers in a university or in research, or for special positions in business or government. The degree emphasizes the intellectual development of individual scholars rather than the completion of rigid course requirements; previous academic study in business administration is not essential.

ADMISSION

A candidate for admission to any of the programs offered by the school must hold a bachelor's degree from a college or university of recognized standing. No specific undergraduate major is required.

In evaluating applications for the M.B.A., consideration is given to the applicant's academic record, scores on the Graduate Management Admission Test, and potential for management as evidenced by work experience and community or extracurricular activities. Students are admitted to begin the M.B.A. program in the fall, and applications should be submitted by March 15.

EXPENSES

Personal expenses vary widely, but certain costs are predictable. For residents of California, registration and educational fees are $269 per quarter. Out-of-state residents pay an additional $960 tuition per quarter.

FINANCIAL ASSISTANCE

A limited number of fellowships, scholarships, and part-time positions are available. Students may also apply for financial aid through the university.

PLACEMENT

Well-developed, university-wide and school placement services are available.

CORRESPONDENCE

For further information on the programs offered by the Graduate School of Management, please write to

Director of Student Affairs and Admissions
Graduate School of Management
405 Hilgard Avenue
Los Angeles, California 90024

Graduate School of Business

UNIVERSITY OF CAPE TOWN

RONDEBOSCH, CAPE PROVINCE, SOUTH AFRICA

The Graduate School of Business was formed in 1965 as part of the Faculty of Commerce of the University of Cape Town to provide advanced training in business administration leading to a Master of Business Administration degree or an Advanced Diploma in Business Administration.

PROGRAM OF STUDY

The Master of Business Administration (M.B.A.) program is designed to provide concentrated experience of the basic tools of business such as marketing, computers, organizational behavior, finance, and economics. The objective of the course is to develop the student's ability to deal with problems, to make decisions, to communicate them, and to support them. The school seeks to develop practical businessmen and women with the skills, attitudes, and knowledge which are the foundation for management responsibility.

Most of the program consists of participative training based on the case method of instruction in addition to formal lectures. This training stresses the learning process rather than the teaching process. The student, like the businessman, grapples with combinations of facts, opinions, and ideas in an effort to understand problems, seek solutions, and make business decisions. In constant consultation with fellow students, instructors, and visiting businessmen, he or she acquires the skills, attitudes, and knowledge appropriate to the practical administrator. An extensive reading program is also required. The student is required to complete 11 core courses covering operating management, underlying disciplines, and integration subjects, 3 elective courses chosen from a range of business fields, and a technical report.

The four-term program of full-time study runs from the middle of February to early December. For the two-week period immediately preceding the start of the program, a mathematics course is conducted for students whose mathematics background is inadequate to meet the requirements. A part-time program is offered over two years.

A large number of executive courses are run by the school. These range from two-day seminars and three-week management development programs to a six-week construction management program.

ADMISSION

The M.B.A. program is open to a limited number of outstanding men and women. A degree from a recognized university in South Africa or abroad in engineering, science, arts, commerce, law, or social science or other degrees normally recognized by the University Senate, is a requirement for degree candidates. Chartered Accountants registered with the Public Accountants' and Auditors' Board of South Africa or of a similar body in other countries, as well as associate members of fellows of the Institute of Cost and Management Accountants, may also be accepted as degree candidates. No particular background, majors, or areas of concentration are required for admission. There is no rigid experience requirement, but members with some full-time employment experience usually derive more benefit from the program.

The M.B.A. program is also open to nondegree candidates possessing suitable professional qualifications and/or extensive business experience who, if successful, would be awarded the advanced diploma in business administration.

The Admission Board will evaluate each candidate on the basis of an application form, scores from the Graduate Management Admission Test (GMAT), an interview, and two references. Particular attention will be given to the candidate's leadership potential, motivation and maturity, GMAT scores, academic record, and work experience. The age range of candidates is usually between 25 and 35. Candidates whose qualifications do not meet requirements may be advised to complete additional studies or gain further experience before seeking admission.

Candidates should mail their application forms to the school as soon as possible. Selection of candidates will take place at the end of May, August, and November each year. All applicants who have successfully completed the admissions procedure by these dates will have their applications considered. Completed application forms from South African candidates must reach the Admissions Secretary at least one month before a selection date in order to ensure that admissions procedures are completed prior to the meeting of the Admissions Board. Foreign candidates are advised to submit their completed applications at least two months before a selection date to allow sufficient time for admission interviews to be arranged and interview reports returned. Foreign candidates should apply for a study visa in good time (allow up to six months) through the nearest South African Embassy. Candidates who are put on a waiting list will have their applications reconsidered on the next selection date.

EXPENSES

The fees for participation in the program during 1981 were:

Tuition fees (including use of all books and case studies)	R1850
Residence (full board)	R1620
Miscellaneous extra	R 388
Total	R3858

FINANCIAL ASSISTANCE

It is a basic policy of the school that no qualified candidate be prevented from attending for financial reasons, and bank loans (subject to exchange control regulations) and readily available to S.A. permanent residents.

PLACEMENT

Each year the school arranges for executives from the major South African companies to visit and interview successful members for employment. The GSB Placement Office publishes a comprehensive resume booklet on M.B.A. graduates seeking employment which it distributes throughout southern Africa.

CORRESPONDENCE

For further information, write to
Director, Graduate School of Business
University of Cape Town
Private Bag, Rondebosch,
7700, South Africa.
Telephone: Cape Town 69-5382

UNIVERSITY OF CENTRAL FLORIDA

ORLANDO, FLORIDA

The University of Central Florida is located in the center of the state at Orlando, a metropolitan area with a population of over 600,000. The Atlantic Ocean is less than one hour's drive away. The university has an enrollment of over 13,000 students; 3,000 of those students are in the College of Business Administration, of whom approximately 400 are pursuing master's degrees.

The Master of Business Administration (M.B.A.) has been offered since 1969. The college also offers a Master of Science degree in accountancy. All undergraduate and graduate programs in business administration are accredited by the American Assembly of Collegiate Schools of Business (AACSB).

PROGRAMS OF STUDY

The program leading to the Master of Business Administration at the University of Central Florida is intended to develop the student's analytical, problem-solving, and decision-making capabilities to meet the challenges of leadership in administrative positions at present and in the changing world of the future. Part I of the M.B.A. program develops a student's basic competence in the foundational areas of knowledge common to business and economic organizations and systems. Students who have recently completed academic course work in business and economics, as well as in certain quantitative areas, may have a substantial portion of the Part I foundation requirements waived. Part II of the program, the professional core, provides for intensive study in the use of analytical problem solving approaches across a spectrum of decision areas within an organization. Courses emphasize the integrative nature of the managerial responsibilities and activities through which organizational objectives are achieved. Through appropriate elective course work, the second part of the M.B.A. program enables the student to establish some degree of specialization in one of the following areas: accountancy, economics, finance, management, or marketing. The M.B.A. program does not require a thesis.

The Master of Science in accountancy (M.S.A.) program provides advanced study for those seeking careers in professional accounting. Work equivalent to an undergraduate major in accountancy is a prerequisite for enrollment in all graduate accountancy courses.

Minimum course requirements for each of the master's degrees, in addition to the Part I requirements and the undergraduate course work in accountancy for the M.S.A. are 33 semester hours for the M.B.A. and 30 semester hours for the M.S. in accountancy.

ADMISSION

A holder of a baccalaureate degree in any discipline from any regionally accredited college or university may be given immediate admission to the graduate program. Qualified applicants may be admitted for either of the two semesters or summer session, although starting the M.B.A. program in the fall is recommended. Applications should be submitted as far in advance of expected initial enrollment as possible. Primary consideration for admission is based upon an applicant's undergraduate record and the score achieved on the Graduate Management Admission Test (GMAT). The intellectual development during prior academic work, extracurricular activities, employment experience, and other evidences of interest and motivation for graduate study may be taken into consideration in reaching admissions decisions.

Other requirements in both the M.B.A. and M.S.A. consist of an end-of-program examination over the general subject areas included in the required course work. A grade-point average of B must be maintained in the overall graduate program. Applicants whose native language is not English must submit a score on the Test of English as a Foreign Language (TOEFL) of at least 575 before admission can be considered.

EXPENSES

Application fee	$15
Registration fee, per semester graduate hour (estimated)	
Florida resident	33
Nonresident	93

FINANCIAL ASSISTANCE

A limited number of assistantships are awarded to promising students, as well as a waiver of the out-of-state portion of the tuition charge. Other forms of financial assistance may be obtained through the Student Financial Aid Office, UCF, Box 25000, Orlando, Florida 32816.

PLACEMENT

The UCF Placement Center is equipped to counsel, prepare, and assist students in making career decisions. The center is the facilitating agency that puts students into contact with both national and regional employers. Business students are also assisted in career planning and employment by the faculty and administrative officers in the College of Business Administration.

CORRESPONDENCE

For further information or to request an application for admission, please write or call

Graduate Business Programs Office
College of Business Administration
University of Central Florida
P.O. Box 25000
Orlando, Florida 32816
Telephone: 305-275-2187

UNIVERSITY OF CHICAGO

CHICAGO, ILLINOIS

The University of Chicago's Graduate School of Business was established in 1898; it was the first to award the Ph.D. in business. Instruction leads to the Master of Business Administration (M.B.A.) and Doctor of Philosophy degrees. Full-time enrollment is 900, including approximately 75 Ph.D. students. Identical course offerings are available for the approximately 1,100 part-time evening M.B.A. students. Faculty members number approximately 100.

PROGRAMS OF STUDY

The University of Chicago believes that it is wasteful and inefficient for a university to try to replicate on-the-job training or provide a pale substitute for business experience. What the university can do well is provide an educational experience which is complementary to business experience. Therefore, the school stresses the teaching of the basic disciplines which underlie business operations and management, and, equally important, the conducting of basic research which will contribute to the understanding and solution of business problems.

The curriculum is designed to sharpen the student's critical and analytical skills as preparation for lifelong learning and decision making. Students will become proficient in the analytical skills of economics, mathematics, statistics, behavioral science, and accounting as well as the functional fields of finance, marketing, industrial relations, and production. However, no student is ever required to repeat work previously mastered merely to meet a distribution requirement. Rather, each student's program is individually designed. Students are encouraged to substitute more advanced courses for introductory offerings whenever it is appropriate and may choose either a field of concentration or a specialization. Most students will find that over half of the program's 20 courses are electives.

An international business program is operated in collaboration with six foreign institutions—The London School of Economics and Political Science, The London Graduate School of Business Studies, the Universite Catholique de Louvain, the Katholieke Universiteit te Leuven in Belgium, the St. Gall (Switzerland) Graduate School of Economics, Business and Public Administration, and the Ecole Superieure des Sciences Economique et Commerciales (ESSEC) in Paris. Selected students complete the basic requirements at Chicago and enter a year of study abroad; students who complete the program receive an M.B.A. from Chicago and an advanced degree from the foreign school. With an accelerated curriculum at Chicago the total program can be completed in two calendar years.

The Graduate School of Business participates in joint degree programs with three other schools of the university—the Law School (M.B.A./J.D.), the Graduate Library School (M.B.A./M.A.), and the School of Social Service Administration (M.B.A./M.A.).

The programs leading to the degree of Doctor in Philosophy are flexible and are based upon the student's special interests and prior education. Qualified candidates are encouraged to enter the doctoral program immediately after completing four years of undergraduate study.

ADMISSION

Students are admitted to the school on the basis of aptitude and intellectual ability as indicated by undergraduate record, letters of evaluation, motivation and maturity, and scores on the Graduate Management Admission Test. Business experience is considered but not required.

A four-year bachelor's degree, or its equivalent, is normally a minimum requirement. Outstanding applicants with only three years of undergraduate work may be considered. No special undergraduate program is prescribed, but college preparation in economics, mathematics, and behavioral sciences is strongly recommended.

Full-time students may enter in June, September, or January. Part-time students may enter in any of the four quarters. Applications should be filed at least six months before the quarter for which admission is sought.

EXPENSES

An estimate of tuition and fees for 1980-81 was $6,300 per academic year for the normal program of 10 courses. A minimum budget, including tuition, for a single person for one academic year (three quarters) is $11,280. A couple should plan a budget of about $13,000; for a child add $1,440. Tuition and fees for 1981-82 are certain to increase.

FINANCIAL ASSISTANCE

The Graduate School of Business maintains a program of financial assistance which includes both gift aid and loans. Students are selected for gift aid on the basis of academic merit and promise; the size of the award, however, may be based on need. Applications must be made by February 1; awards are announced April 1.

Loans are made on the basis of need. In addition to federal educational loans from the university, the school encourages students to investigate loans from state guaranteed loan programs and other sources. For students who have additional need the school participates in a private, leveraged loan program.

The school maintains a fellowship program for minority students and is a member of the Council for Opportunity in Graduate Management Education (COGME).

Applicants for financial aid must file all three parts of the financial need analysis form of the Graduate and Professional School Financial Aid Service (GAPSFAS).

PLACEMENT

The Graduate School of Business maintains its own placement office. Resumes of graduating students are published in book form and distributed widely. The number of companies making formal interviewing visits and inquiries regularly exceeds the number of students graduating. Many of these firms also participate in the school's summer internship program. In 1980, the school arranged 13,000 interviews for its 400 graduates.

CORRESPONDENCE

For further information, write or call
Director of Admissions
University of Chicago
Graduate School of Business
1101 East 58th Street
Chicago, Illinois 60637
Telephone: 312-753-4281

College of Business Administration

UNIVERSITY OF CINCINNATI

CINCINNATI, OHIO

The College of Business Administration of the University of Cincinnati offers programs leading to an M.B.A. (est. 1958), M.S. (est. 1977), and Ph.D. (est. 1966) degrees. Approximately 750 graduate students are presently enrolled. The master's program is available to both full-time and part-time students, day or evening.

PROGRAMS OF STUDY

The Master of Business Administration degree program stresses sound general preparation for business decision making and leadership, with adequate attention given to an area of concentration. Analytical processes and problem-solving techniques are emphasized.

The M.B.A. program is a six-quarter program for full-time students. It is possible for most of the graduates of member schools of the American Assembly of Collegiate Schools of Business (or equivalent programs) to complete the program in four quarters. Part-time students typically carry half the credits of full-time students. An adequate background in economics, statistics, calculus, programming, accounting, finance, management, operations management, marketing, and legal environment of business is required. Any deficiencies must be completed through first-year (700-level) graduate courses after admission. In addition, a minimum of 47 800-level quarter-hours (15 courses) is required. Seventeen of the 47 quarter-hour credits (800-level) constitute the core requirements of micro- and macroeconomics, quantitative analysis, business and its environment, and administrative action and policy.

Each student's program must include 800-level course work in accounting, finance, management, operations management, and marketing. Twelve to 15 credits are taken in the department of the area of concentration, and 15-18 credits are electives. An area of concentration is selected from accounting, finance, international business, management, operations management, marketing, or quantitative analysis.

The M.S. program is designed to provide specialized training in business administration at the master's level. The M.S. may serve as terminal education or as preparation for the Ph.D. program. M.S. options are offered in marketing, taxation, and quantitative analysis.

The Doctor of Philosophy degree program is designed primarily for students planning careers in teaching and research. In addition to core requirements, each student will complete the work prescribed by his Doctoral Program Committee in an area of concentration, a support area, and a research area.

Areas of concentration and support areas in business administration will be selected from accounting, finance, management, marketing, or quantitative analysis. Students with strong backgrounds in business may select a support area from outside the College of Business Administration, with the approval of the Doctoral Program Committee. The Ph.D. program is open to full-time students only.

ADMISSION

Applicants to the M.B.A. program must (1) have a bachelor's degree from an accredited college or university, (2) submit official transcript(s) of all previous work, (3) submit two letters of appraisal of their ability to complete successfully graduate work from former professors or other qualified individuals, and (4) submit scores on the Graduate Management Admission Test (GMAT). Students can enter the program at the beginning of any of the four quarters. Applications from students with nonbusiness undergraduate degrees are welcomed. Each applicant is judged on undergraduate record, GMAT scores, letters of appraisal, leadership activities, and professional experiences.

Applicants desiring financial assistance must complete all admission requirements and submit an application for financial aid by February 15 for the coming academic year.

The Ph.D. applicant must submit all material required of the master's applicant and, in addition, must be supported by evidence of highly satisfactory graduate work and appraisal letters from at least three graduate professors.

EXPENSES

Tuition per quarter

	Full time	Part time
Ohio resident	$ 598*	$50/cr. hr.*
Out of state	1,166*	97/cr. hr.*
Living expenses, per year (excluding miscellaneous expenses)	$3,500-$4,000	

*subject to change

FINANCIAL ASSISTANCE

A limited number of university graduate scholarships, teaching assistantships, and research assistantships are available to qualified students. These assistantships usually include full-tuition scholarships. Some graduate resident hall advisor assistantships are also available. At a minimum these include scholarships and room and board.

Student loans are available through private funds as well as through the National Direct Student Loan Fund. Opportunities for part-time employment are good.

Applications for graduate assistantships or scholarships can be obtained by writing to the Graduate Business Administration Office, Mail Location #224; for graduate resident hall advisor assistantships, to Residence Hall Housing Services, 100 Sander Hall; for student loans, to the Student Financial Aid Office, 206 Beecher Hall. For housing information, students should write to Residence Hall Housing Services, 100 Sander Hall.

PLACEMENT

Students are assisted in their career planning by a staff of competent advisers who provide individual counsel, career-related workshops, and a full program of on-campus recruiting.

CORRESPONDENCE

For further information or to request an application for admission, please write or call

Graduate Programs in Business Administration
College of Business Administration
University of Cincinnati
Cincinnati, Ohio 45221
Telephone: 513-475-3437

UNIVERSITY OF COLORADO

BOULDER, DENVER, AND COLORADO SPRINGS, COLORADO

The University of Colorado is located in Boulder, 25 miles by turnpike from downtown Denver. The university is a major institution enrolling over 20,000 students including 3,000 on-campus graduate students. Set at the foot of the Rocky Mountains and in an area of dry, moderate climate and good living conditions, the university offers excellent facilities for study and research, including a fine business library and a business research division.

PROGRAMS OF STUDY

The Master of Business Administration (M.B.A.) program emphasizes breadth of training and considers business administration as a total field. The course of study is designed to develop a student's ability to integrate the work of specialists in the field of business. A company-wide point of view is used.

The minimum course of study required for the M.B.A. degree is 30 semester hours, as outlined below. For students who have adequate undergraduate training in business administration, the program is designed so they normally will complete it in one calendar year or three semesters. Areas of emphasis are accounting, finance, management science, marketing, operations management, personnel management, organizational management, and transportation management.

A student with an undergraduate degree in business administration normally will be able to enter directly into the core requirements.

Core Requirements	*Semester Hour*
Business and Its Environment	3
Business and Economic Analysis	3
Administrative Controls	3
Human Factors and Administration	3
Business Policy	3
Area of Emphasis	9
Functional Courses	6

A student who lacks the necessary background preparation in any of the above core areas may remedy the deficiency by taking the appropriate graduate survey courses in business and any needed work in principles of economics. Students entering any of the graduate programs are required to take either B.Ad. 502 (Fundamentals of Business Statistics) or to pass a qualifying examination covering this subject matter.

The Master of Science (M.S.) program emphasizes depth of training in particular fields within business administration. The course of study offers the student the opportunity for specialization in one of these fields. The minimum course of study required for the M.S. degree is 30 semester hours, which may include a thesis (4 to 6 hours credit) based upon original research by the candidate. Fields available for selection as a major are accounting, finance, management science, marketing, operations management, and organizational management.

The Doctor of Business Administration (D.B.A.) program offers students an opportunity to develop additional depth and breadth in business administration and to increase their abilities in business research. Students must demonstrate proficiency in two fields. One field must be in business. In addition, students must demonstrate competence in quantitative analysis and economic theory. The fields of study offered in the School of Business are accounting, administrative policy, finance, organizational management, marketing, and management science. Finally, in one of the fields of business, doctoral candidates must complete a dissertation which shows ability to do independent, original, and scholarly research. No foreign languages are required in the D.B.A. program. The doctoral program normally will require three or more years beyond the master's degree.

Day classes are in Boulder, and night classes are in Denver and Colorado Springs.

ADMISSION

To be admitted to graduate study, a student must have a bachelor's degree from an institution accredited by a regional accrediting association and otherwise meet the general requirements for admission to the Graduate School of the University of Colorado. In addition, the applicant must be accepted by the Graduate Committee of the School of Business which will consider his or her qualifications as evidenced by college transcripts, scores on the Graduate Management Admission Test, and letters of recommendation (D.B.A. applicants only).

EXPENSES

Tuition and fees for a graduate student attending the fall and spring semesters:

1980-81	*Colorado Resident*	*Nonresident*
Tuition and fees	$1,013	$3,732

FINANCIAL ASSISTANCE

To assist students financially, the University of Colorado has available a limited number of graduate scholarships, graduate fellowships, graduate assistantships, and research assistantships. In addition, for doctoral students, the School of Business offers opportunities for teaching associates (part-time instructors).

PLACEMENT

The university maintains a placement center to assist students in identifying, preparing for, and securing positions.

CORRESPONDENCE

For further information, write to

Director of Graduate Studies
Graduate School of Business Administration
University of Colorado
Box 419
Boulder, Colorado 80309

UNIVERSITY OF CONNECTICUT

DANBURY, HARTFORD, STAMFORD, AND STORRS, CONNECTICUT

The University of Connecticut was established in 1881. The main campus is located on some 1,900 acres of land in the rural town of Mansfield (post office: Storrs), approximately 25 miles east of Hartford. The university is coeducational and operates on a semester plan. Courses are also scheduled during two summer sessions.

The School of Business Administration was established in 1941. The Master of Business Administration (M.B.A.) was first offered in 1957. The M.B.A. programs, accredited by the American Assembly of Collegiate Schools of Business, are offered at four locations in Connecticut: evenings at Danbury, Hartford, and Stamford; full time at Storrs. Students may transfer between locations. About 1,200 graduate business students are enrolled in the evening programs at Danbury, Hartford, and Stamford and 200 in the full-time day program at Storrs.

PROGRAMS OF STUDY

The School of Business Administration offers professional education for business leadership through courses leading to the degree of Master of Business Administration. The objective is to provide an intellectual foundation for students interested in assuming responsible roles in the management of all types of organized activities.

Seven variations in the M.B.A. degree program are offered. Candidates who have received a bachelor's degree from an AACSB-accredited business school within the past two years may fulfill all requirements for the M.B.A. degree by the successful completion of 30 credits of graduate study. Except for one elective course, all of the courses are prescribed second-level courses in the AACSB common body of knowledge areas. Exemptions from required courses may permit an element of specialization. The program can be completed in one year.

For all other candidates, the general M.B.A. program requires a maximum of 48 credits if no exemptions are made. Twenty-four of these credits are common body of knowledge courses specified to meet AACSB requirements. Beyond the common body of knowledge, candidates are required to take managerial economics, computers and management information systems, plus 18 additional elective graduate credits. This program usually requires two years for completion without exemptions and without summer school. Fully employed evening students complete the program in four years if they do not take summer courses.

An M.B.A. degree with a health care management specialization requires a maximum of 54 credits, generally including a clinical internship. With summer classes, the program can be completed in two years.

An M.B.A. degree with an accounting specialization which prepares students to take the C.P.A. and C.M.A. professional examinations requires a maximum of 60 credits. With summer classes, the program can be completed in two years.

Three joint programs are offered: M.B.A./J.D., M.B.A./M.S.W., and M.B.A./M.A. in international studies. Admission requirements of both schools involved must be met independently. One year of full-time study at the Storrs campus is recommended in each case.

ADMISSION

To be admitted as a regular M.B.A. candidate, the applicant must have (1) a bachelor's degree from a college or university of approved standing; (2) an average of 30 or higher in his undergraduate work or an average of 30 in the last two years of undergraduate work (A = 40, B = 30); and (3) satisfactory performance on the Graduate Management Admission Test (GMAT). Any pertinent factors providing evidence of high probability of success in the M.B.A. program are considered in determining admissibility.

All foreign applicants whose native language is not English are required to perform acceptably on the Test of English as a Foreign Language.

Candidates planning to attend full time at Storrs must begin the M.B.A. program in the fall semester. At Danbury, Hartford, and Stamford, the candidate may start either in September or January. Completed applications and GMAT scores should be submitted prior to June 1 (for September entry) and November 1 (for January entry).

EXPENSES

On the Storrs campus, the total fees for in-state students per semester are $545; for out-of-state students, these fees are $890. Danbury, Hartford, and Stamford evening M.B.A. students pay $110 per credit with no maximum. Room and board, which is available on the Storrs campus only, costs $930 per semester. Many students who are attending the School of Business Administration live off campus.

FINANCIAL ASSISTANCE

Tuition remission, student loans, work-study, and student labor are available. Contact the Student Financial Office (Box U-116) on the Storrs campus for application forms. A limited number of research, teaching, and graduate assistantships are available on the Storrs campus.

PLACEMENT

The University Placement Office at Storrs is at the service of M.B.A. students. Most Connecticut and many national firms interview on campus.

CORRESPONDENCE

Additional information about the management programs offered may be obtained by writing to the

Assistant Dean for Graduate Programs
School of Business Administration
University of Connecticut
Storrs, Connecticut 06268
Telephone: 203-486-2872

The three evening programs are located at WesConn on White Street in Danbury, at 39 Woodland Street in Hartford, and on Scofieldtown Road in Stamford.

UNIVERSITY OF DALLAS

IRVING, TEXAS

In 1966, the University of Dallas introduced its first graduate program with the opening of the Braniff Graduate School of Management (GSM) and an enrollment of fewer than 100 students. Today, GSM is one of the largest schools of management in the Southwest with an enrollment of approximately 1,500 students. Centrally located on 1,000 acres in the Dallas/Ft. Worth metro-plex, its faculty and students come from numerous institutions and countries.

The major objective of the Graduate School of Management is academic excellence in teaching and research. The school relies on the following external criteria for judging its academic standards:

- market acceptance of its graduate students,
- quality of students applying for admission into GSM programs,
- nationwide recognition of the GSM faculty by academic and business communities.

Philosophically, GSM maintains that the study of the American free enterprise system is essential to management education. Technically, management education at GSM introduces students to the nature of decision making, the implementaton of decisions, and the interaction of the private and public sectors.

Essentially an evening school, GSM, in addition to its full-time students, attracts many part-time students already well into their careers, people whose varied business backgrounds also provide practical classroom input.

PROGRAMS OF STUDY

The University of Dallas offers seven Master of Business Administration (M.B.A.) degrees: business management, international management, management information systems, engineering management, acquisition and contract management, industrial management, and health services management.

Each program consists of a course curriculum of 48 semester hours plus a one-hour seminar.

All programs may be pursued on a full- or part-time basis in evening courses or on weekends.

Applicants holding a bachelor's degree in business administration from an accredited American university may have up to 12 courses waived or transferred into some of GSM's M.B.A. degree programs. Applicants holding a similar degree from a foreign university are required to take the entire course program, except in those cases where GSM recognizes the diploma as being equivalent to a U.S. diploma through an inter-university program.

In certain cases, a five-year through program can be developed betweeen GSM and an accredited undergraduate institution under which up to four specified courses can be transferred into GSM by nonbusiness majors.

ADMISSION

A bachelor's degree or the equivalent is required. Generally, a grade-point average (GPA) of 3.0 (B) may be regarded as indicative of an applicant's ability to pursue graduate studies. Consideration is also given to indicators of professional growth and upward mobility.

A student must apply for candidacy while enrolled in his third 3-credit-hour GSM course. This means that if students have not submitted Graduate Management Admission Test (GMAT) scores prior to enrollment, they must do so during the first semester. Relevant GPA for candidacy is based on the first three or four courses taken at GSM.

Admission to candidacy is determined from the following formula: GMAT score + (200 × GPA) = 1,000.

The M.B.A. international management program requires students to demonstrate proficiency in a commercial language other than English. None of the M.B.A. programs requires a thesis.

No undergraduate prerequisite courses are necessary for admission. A maximum of 12 graduate hours may be transferred toward the M.B.A. degree. In addition, certain courses can be waived by the Admissions Committee when prior academic knowledge of the subject is determined. The M.B.A. program may be completed in four semesters of full-time study.

EXPENSES

Tuition for the M.B.A. programs is $128 per credit hour. All are three-credit-hour courses except one 1-hour seminar.

FINANCIAL ASSISTANCE

The University of Dallas offers several types of government loans through the Financial Aid Office. In addition, numerous graduate assistantships are available through GSM. Most assistantships require 10 hours of service per week to GSM. Information and applications for graduate assistantships may be obtained from the Office of Admissions, Graduate School of Management.

PLACEMENT

The Career Advancement Office provides various services to assist students in obtaining positions. Interviews are offered on a regular basis. Representatives of industry, education, and business interview students both on campus and at on-site locations.

CORRESPONDENCE

For further information, write to
Office of Admissions
Graduate School of Management
University of Dallas
Irving, Texas 75061

UNIVERSITY OF DAYTON

DAYTON, OHIO

The University of Dayton is a private, medium-sized university founded in 1850. It attracts students from the local community, the state of Ohio, most other states, and 40 foreign countries. A 440-member faculty offers instruction to 6,000 undergraduate and 3,[illegible]0 graduate students. Most of the latter are enrolled part time in the evening programs.

The School of Business Administration was founded in 1923 and includes the departments of Accounting, Economics and Finance, Management, and Marketing. Graduate studies leading to the Master of Business Administration (M.B.A.) degree began in 1963. The Graduate Program is administered by a Director with a Graduate Committee providing academic policy guidance.

Over 900 students are currently enrolled in the M.B.A. program. While the majority of these are studying part time, a growing number are pursuing the degree on a full-time basis. Classes are conducted in Miriam Hall, the School of Business Administration's new building. This building provides excellent facilities for all types of classroom situations, including lectures, seminars, and laboratory. Supporting computer facilities are also located in Miriam. An extensive business library is located in the new university library. Extensions of the M.B.A. program operate in the Columbus and Lima, Ohio areas.

The University of Dayton is accredited by the North Central Association of Colleges and Secondary Schools and by a variety of other accrediting agencies.

PROGRAM OF STUDY

The objective of the M.B.A. program is to develop creative and effective managers by providing the student with administrative, behavioral, and technical knowledge and skills. These skills are developed through courses in the functional disciplines and courses designed to achieve an integration and synthesis of knowledge. Emphasis is on the development of leadership, managerial, and decision-making abilities. Thirty-three graduate credit hours are required for the degree, of which 24 hours are specified. The other 9 hours are electives, permitting the student to specialize in an area of choice.

Applicants whose baccalaureate degree is in business administration normally will have completed all prerequisite requirements for the program. The holders of degrees in other fields may find it necessary to take special survey courses prior to entering the core program. A thesis is not required. There is no comprehensive exam at the end of the program.

Since the University of Dayton is on a trimester system, the graduate student in business is afforded a great deal of flexibility in scheduling a program. Three full terms are offered during the year, and a full schedule of graduate courses is offered in every term. The time it takes to complete the requirements for the degree ranges from one calendar year to a maximum of five. Full-time students can complete the work in one year. Most part-time students extend the program over two and one-half years. Most classes are conducted in the late afternoon and evening and on Saturday morning.

A Juris Doctor/M.B.A. program is offered jointly by the School of Business Administration and the School of Law. This program is designed to meet the increasing demand for lawyers in the business sector. Information may be obtained from either the School of Business Administration or the School of Law.

ADMISSION

Applications for the M.B.A. program are accepted from students who hold bachelor's degrees from regionally accredited colleges and universities. The degree need not have been in business or related fields. About half the student body hold degrees in fields other than business administration. Factors primarily considered for admission into the program are scores on the Graduate Management Admission Test (GMAT) and undergraduate grades and grade trends. Students may begin their studies in any one of the three trimesters which begin in late August, January, and May.

EXPENSES

Tuition for the 1981-82 year is $82 per credit hour. The cost per credit hour at the off-campus sites in Lima and Columbus, Ohio is $90. Estimated total program cost for the student with a business background is $3,000.

FINANCIAL ASSISTANCE

The university offers a number of financial aid programs to qualifying students, ranging from loans to work-study. A limited number of graduate assistantships are available. These carry a stipend of $1,600 per term and include remission of tuition and fees. Assistants contribute half-time services in administration, research, or teaching.

PLACEMENT

The university maintains a placement office which assists students in securing part-time work to help them financially while attending school. The placement office also maintains continuing liaison with business and industry throughout the nation and arranges interview sessions between recruiters and graduate students, assisting the graduating student in his choice of prospective employment. This same service is also provided to the university's alumni without charge.

CORRESPONDENCE

For further information or to request an application for admission, please write or call

Director of M.B.A. Program
University of Dayton
Dayton,Ohio 45469
Telephone: 513-229-3732

UNIVERSITY OF DENVER

DENVER, COLORADO

The University of Denver's College of Business Administration is the eighth oldest collegiate school of business in the United States. The Graduate School of Business and Public Management, the graduate unit of the college, is accredited by the American Assembly of Collegiate Schools of Business (AACSB) and is a member of the National Association of Schools of Public Administration and Affairs (NASPAA). The university is a private, nonsectarian, coeducational institution, accredited by the North Central Association of Colleges and Secondary Schools.

Over 600 students are enrolled in the Graduate School of Business and Public Management, which offers innovative programs of professional education for people seeking careers in business and government. The faculty is highly qualified and alert to current and significant developments in business and government. Courses are taught by the case method, lecture, and seminar. Business and government experts serve as lecturers and consultants, and the Executive-in-Residence program brings to campus top executives of national and international firms and government agencies.

PROGRAMS OF STUDY

The Graduate School offers the Master of Business Administration (M.B.A.), the Master of Public Administration (M.P.A), and the Master of Accountancy (M.Acc.). The Master of International Management (M.I.M) is offered in conjunction with the Graduate School of International Studies, and the School of Accountancy offers the Master of Taxation in conjunction with the College of Law. In addition, combined degrees with the Graduate School of Social Work (M.P.A./M.S.W.) and with the College of Law (M.B.A./Juris Doctor) are available.

The M.B.A. program is offered for students desiring a broad professional education in all business areas in anticipation of moving into executive or administrative positions. Designed to provide concepts and techniques useful in the management of a business enterprise as a whole or any of its functional parts, it is essentially a 90-quarter-hour program, with variation in length allowed for previously completed academic work. Although the purpose of the program is broad management education, students may elect one of the following areas of concentration: finance, management, marketing, operations research, statistics, and managerial accounting. In addition, there are two unique and exciting programs—energy resource management and real estate and construction management—which reflect Denver's emergence as an energy center of the nation with a concomitant growth.

The M.P.A. is a 60-quarter-hour program designed for students seeking posts in public management, governmental research, or university teaching. It involves a broad preparation in the fundamentals of administration applicable to all fields of public service. Denver has major internship opportunities in government at the local, state, regional, and federal levels. Denver, the capital of Colorado, has the second highest concentration of federal workers of any metropolitan area in the country.

The Master of Accountancy, at minimum a 45-quarter-hour program, is for students with undergraduate accounting emphasis. This program is designed for the student preparing for a career as a professional accountant, either as a member of a large C.P.A. firm or serving business as an auditor, tax advisor, or consultant. Students are able to emphasize public or managerial accounting.

The Master of International Management program requires a maximum of 90 quarter hours. The program's purpose is to provide a wide range of practical skills in management-related areas and to combine these skills with an understanding of international political and economic systems, international organization and law, and the cultural dynamics of societies.

The Master of Taxation is designed to train specialists in both the legal and accounting professions and is appropriately an interdisciplinary program.

ADMISSION

A bachelor's degree from an accredited institution normally is a minimum requirement for entrance to a graduate program in business or public administration. A student is admitted on the basis of probable success as judged by previous college record and work experience, appropriate recommendations, and performance on the Graduate Management Admission Test (GMAT). The Graduate Record Examinations (GRE) may be used by applicants to the M.P.A. and to the M.I.M. programs.

EXPENSES

Tuition and fees for the academic year of nine months (1980-81) was $4,530 for a full-time student. Tuition for part-time students is $126 per quarter hour. University housing is available for single and married students, and private housing close to the campus is generally available.

FINANCIAL ASSISTANCE

Full- or partial-tuition scholarships, teaching and research assistantships, deferred-payment loans, and work-study aid are available. Individual awards may consist of one or more of the above and are based on academic merit and financial need. The GAPSFAS form is required.

PLACEMENT

The Graduate School has a full-time Placement Officer located in the university's Office of Career Planning and Advancement. About 200 companies and government agencies interview students each year. Approximately half the graduates are placed in the Rocky Mountain region. The other half are placed in other areas of the United States.

CORRESPONDENCE

For further information, write

Director of Admissions
Graduate School of Business and Public Management
University of Denver
Denver, Colorado 80208

UNIVERSITY OF DETROIT

DETROIT, MICHIGAN

The University of Detroit is a private, coeducational institution founded in 1877. Its components are schools and colleges of liberal arts, business and administration, engineering and science, architecture, education and human services, dentistry, and law. The student body of some 8,000 is distributed between 2 campuses—one in a residential area and the other in the central business section. The residence halls are located on the former.

PROGRAM OF STUDY

The University of Detroit confines its efforts at graduate education in business to the Master of Business Administration (M.B.A.) program, an interdepartmental project under the administration of the College of Business and Administration. The institution does not have specialized master's programs in particular aspects of business nor does it offer a doctoral program in business.

The M.B.A. program, accredited by the AACSB, is currently beginning its fourth decade. Its enrollment is drawn from a majority of the states and from 20 or more foreign countries.

Conceived as a graduate endeavor to broaden and deepen the student's knowledge and competence in the principal phases of business, the M.B.A. program is oriented toward training for leadership and intended to educate especially for business administration. The student is not permitted to specialize in the sense of taking a "major." The program is taught by a formally designated graduate faculty of university teachers assisted by academically qualified specialists from leading corporations.

The M.B.A. curriculum is designed to be strictly graduate in character. It provides more than 50 courses open to graduate students only. With rare exception, courses must be chosen from the strictly graduate (500) category.

The curriculum is 54 semester hours in length. It is divided into three components—precore, core, and postcore. The core component of 18 hours is viewed as the principal integrative portion of the curriculum. The core comprises required courses in accounting, financial management, marketing management, organization process and administrative behavior, statistics, and social and economic policy. The precore component of 15 hours is a prerequisite to the core and comprises courses in accounting, economics, organizational behavior, and statistics. Advanced standing may be granted for all or any portion of the precore based on satisfactory completion of prior work in these areas. Since the total advanced standing allowed shall not exceed 18 hours, the minimum number of hours in which the M.B.A. degree can be attained is 36.

The postcore component of 21 hours comprises one required business policy course, one course in management information systems, and 15 credits of electives. The electives are intended to allow students, in consultation with an advisor, to develop a cohesive plan of study designed to meet their needs as well as to conform to the goals of the M.B.A. program. Two alternative courses of study are open: Plan A, 48 hours of course work and a thesis; and Plan B, 54 hours of course work with 2 term papers.

Students have 5 years in which to complete the 54 hours. They must attain an average of 3.00 (on a 4.00 basis) in hours attempted. No terminal comprehensive examinations are required.

ADMISSION

Admission criteria include the applicant's academic background and scholastic record, as well as his performance on the Graduate Management Admission Test.

Application for admission will be accepted through August 1 for term I and November 15 for term II. An official transcript, sent by the institution to the Graduate School of the University of Detroit, is required from each college or university previously attended.

EXPENSES

Tuition is $137 per hour. The other fees are minimal. A nonrefundable application fee of $20 must accompany the application. Information on the university residence halls program is furnished on request.

FINANCIAL ASSISTANCE

A limited number of assistantships are available. They carry a stipend of $3,000 for the two-semester academic year and provide for remission of tuition and most fees.

The Student Employment Service furnishes assistance to students in obtaining part-time and summer employment while attending the university.

PLACEMENT

M.B.A. students are invited to enroll with the Graduate Placement Service. This office aids in locating suitable position vacancies and arranges for interviews with the hundreds of employers who annually recruit on the campus.

CORRESPONDENCE

Inquiries should be directed to
Director, M.B.A. Program
University of Detroit
4001 W. McNichols Road
Detroit, Michigan 48221
Telephone: 313-927-1202

UNIVERSITY OF THE DISTRICT OF COLUMBIA

WASHINGTON, D.C.

The University of the District of Columbia came into being on August 1, 1976, with the merger of the existing public institutions of higher learning: District of Columbia Teachers College, Federal City College, and Washington Technical Institute. The university has three main campuses. The College of Business and Public Management is located on the Mount Vernon Square campus, only a few blocks from the White House and other main government buildings. The students, thus, have access to some of the world's largest depositories of research materials, including the U.S. Library of Congress.

The university offers a full complement of baccalaureate degrees in addition to a number of graduate programs. All programs in the university are accredited by the Middle States Association of Colleges and Secondary Schools. The College of Business and Public Management is a member of the American Assembly of Collegiate Schools of Business.

The College of Business and Public Management offers master's degrees in business administration and business education. The objective of the Master of Business Education degree program is to provide professional preparation on the graduate level for teachers of business education courses on the secondary, postsecondary, technical, and two- and four-year college levels. Moreover, the program can also serve as preparation for personnel such as business education supervisors, department heads, counselors, and research directors. Other degree programs such as Master of Public Administration are being planned.

PROGRAM OF STUDY

The purpose of the Master of Business Administration (M.B.A.) program is to prepare qualified generalists for leadership roles in business, industry, finance, and all levels of governmental organizations. Although the emphasis is on providing the broad understanding of business concepts, the curriculum is designed to allow a modest specialization in areas such as accounting, business economics, business finance, business management, computer information and systems science, international business, marketing, public management, and quantitative business analysis.

The university has an outstanding computer facility that is used by faculty and students in connection with business games. Other teaching methods employed include extensive case studies, audiovisual aids, lecture-discussions, and individualized instruction.

The M.B.A. degree requires the successful completion of 36 hours, comprising 12 courses. The program consists of M.B.A. core courses and an area of emphasis. Students with baccalaureate degrees in fields other than business administration are required to complete prerequisites which include course work in accounting, economics, business finance, business law, management, marketing, and business statistics before being permitted to take M.B.A. courses. The M.B.A. core calls for completion of 27 semester hours. A student must select an area of emphasis and undertake 9 hours of study from the offerings of the selected area. A written comprehensive examination is required for completion of the M.B.A. program.

The submission of an acceptable thesis, in lieu of six course credits, may be approved for a student whose particular objectives make such action appropriate. A student electing the thesis option will be required to complete one course (three hours) in the area of emphasis in addition to the M.B.A. core requirements. A student may transfer up to six semester hours for comparable courses completed at other accredited institutions.

Graduate classes in the college are offered only in the late afternoons or evenings. A student pursuing full-time studies may finish requirements in three semesters. Of course, part-time students will require longer, but the college demands completion within five years.

ADMISSION

Admission to the M.B.A. program is open to all qualified men and women who hold baccalaureate degrees from regionally accredited institutions. Admission is determined by an Admissions Committee which considers a combination of factors. Specifically, the committee's decision is based upon (1) overall grade-point average of 2.5 on a four-point scale; (2) potential for leadership as indicated by past experience, attitudes, and aspiration; (3) three letters of recommendation; and (4) scores on the Graduate Management Admission Test (GMAT).

Admission may be accomplished in any one of the three semesters. The college admits a limited number of international students each semester. However, only those students residing in the United States are eligible to apply.

EXPENSES

Residents of the District of Columbia pay a tuition fee of $35 per semester hour. Nonresidents are charged $78 per semester hour. All students, in addition, pay a student activities fee of $17.

FINANCIAL ASSISTANCE

Students may qualify for financial assistance through a combination of scholarship aid, National Direct Student Loan, or work-study arrangements. The Director of Financial Aid attempts to match the needs of the student with the right funds and support available through the university and outside sources, including part-time work.

PLACEMENT

The University Placement Office assists students in finding part-time and career employment.

CORRESPONDENCE

For additional information on the M.B.A. program, write or call

Dr. Jag Mohan S. Pabley
Associate Dean for Graduate Programs
College of Business and Public Management
University of the District of Columbia
1331 H Street, NW
Washington, DC 20005
Telephone: 202-727-1051

UNIVERSITY OF EVANSVILLE

EVANSVILLE, INDIANA

The University of Evansville traces its history to 1854 when a charter was granted to Moore's Hill College in Dearborn County, Indiana. In 1915 the school was moved to Evansville. Today's enrollment of approximately 6,000 is evenly divided between day students and evening students. The 13 academic buildings are located on a beautiful 74-acre campus within the city limits of Evansville. The university structure includes the College of Arts and Sciences, School of Business Administration, and six other schools and colleges.

The Evansville metropolitan area has a population of 250,000 and is served by over 4,000 diversified business firms ranging in size from corner proprietorships to large drug, metal, and appliance producers. The School of Business Administration enjoys excellent relations with these business firms.

PROGRAM OF STUDY

The objectives of the Master of Business Administration (M.B.A.) program at the University of Evansville are to develop (1) an understanding of the interrelationships of the various functional fields within a business, (2) an understanding of the nature and use of modern quantitative and behavioral tools of business analysis and decision making, and (3) an articulate personal rationale concerning the role of business decisions in American society.

All M.B.A. courses are held in the evening and are designed to meet the needs of both part-time and full-time students. This arrangement permits a graduate student to supplement his or her income and also encourages the student to experience real-life management situations.

The M.B.A. program is 48 quarter hours in length. Core courses totaling 27 quarter hours are required of all students and are designed to provide graduate-level coverage of all the major functional areas of business. The remaining 21 quarter hours may be selected to meet the individual needs of the student. No thesis is required.

Graduate course work assumes an undergraduate body of knowledge consisting of accounting, economics, finance, management, marketing, quanititative business analysis, college algebra, and computing science. Students who lack portions of this body of knowledge may either take the appropriate undergraduate courses or establish competency through a testing procedure.

The program concentrates on theoretical rather than vocational aspects of business, and it emphasizes broad philosophical relationships between business decisions and society rather than technical skill in a restricted area of business. However, it is possible for students to obtain some concentration in certain fields.

ADMISSION

Applicants for the M.B.A. program are expected to have a bachelor's degree from an accredited college or university and an undergraduate grade-point average (GPA) of at least 2.7 on a 4-point scale.

The results of the Graduate Management Admission Test (GMAT) must be submitted prior to full admission. Final admission is based on a composite of both the GPA and the GMAT score.

EXPENSES

The application fee to all degree programs is $15; the tuition rate for the 1981-82 academic year is approximately $52 per quarter hour of credit.

FINANCIAL ASSISTANCE

A limited number of assistantships are available to full-time graduate students. These take the form of tuition remission or stipends or both. Assistantships are granted on the basis of previous academic record and the needs of the School of Business Administration.

CORRESPONDENCE

Inquiries concerning the program of study in business administration should be addressed to

M.B.A. Program Director
School of Business Administration
University of Evansville
P.O. Box 329
Evansville, Indiana 47702
Telephone: 812-479-2852

College of Business Administration

UNIVERSITY OF FLORIDA

GAINESVILLE, FLORIDA

The University of Florida, with a student enrollment of 33,000 and a faculty numbering more than 1,200, is the largest of 9 universities in the State University System. Only two other universities in the nation equal the number and breadth of programs offered on one campus. Ranging in scope from the fine arts to agriculture, they cover most of the professional fields including law, business administration, medicine and health-related professions, engineering, and architecture. The 2,000-acre campus is situated in Gainesville, a community of approximately 125,000 people located about 75 miles southwest of Jacksonville and 100 miles northeast of Tampa, within an hour's drive of the Gulf Coast and an hour and a half from the Atlantic coast.

PROGRAMS OF STUDY

The principal objective of the Master of Business Administration (M.B.A.) program is to prepare promising students for successful careers in management. The program is designed to give students the conceptual knowledge for understanding the functions and behavior common to all organizations and the analytical, problem-solving, and decision-making skills essential for effective management. Several teaching methods are utilized. Courses are taught using the method most effective for communicating their basic content. For example, managerial courses such as marketing and business policy use the case method. More conceptual courses such as quantitative methods and economics use a lecture-discussion format. Still other courses use experiential exercises and field work.

The program involves two years (four semesters) of rigorous study with an internship suggested between the first and second year. During the first year students enter and proceed through the program as a group. Course work includes financial accounting, computer information systems, managerial economics, organizational behavior, statistics, managerial accounting, finance, marketing, international management, operations management and managerial analysis.

In the second year the student takes business policy. The remaining courses are determined by the student's individual needs and interests. Students may develop a specialized area with the help of specific concentration advisors. In addition, students must select a quantitative elective and an elective dealing with the business environment. The specific courses selected will depend on the individual interests of the student. Available concentrations include accounting, computer information systems, economics, finance, health and hospital administration, insurance, management, marketing, quantitative methods, and real estate and urban land studies. Some concentrations offer more than one track.

M.A. programs are offered in economics and business administration. Business administration has tracks in finance, insurance, management, marketing, and real estate. Two doctoral programs are available: the Ph.D. in economics and the Ph.D. in business administration. Both programs prepare men and women of intellectual capacity for careers in teaching, academic research, or applied research with governmental or private organizations. The School of Accounting offers a Master of Accounting with areas of specialization in financial/auditing, managerial/cost, systems, and taxation.

ADMISSION

The Graduate School of Business Administration welcomes applications from college graduates of any accredited college or university in the United States and abroad. Applicants for admission must submit satisfactory scores on the Graduate Management Admission Test (GMAT) as well as transcripts for all previous academic work. Applicants whose native language is not English are required to submit, in addition, scores on the Test of English as a Foreign Language (TOEFL).

Although the curriculum assumes no previous academic work in managerial disciplines or business administration, there are four basic prerequisites a student must have taken before entering the program: calculus and matrix theory, introductory statistics, intermediate macroeconomics, and intermediate microeconomics.

Students are admitted in the fall semester only. All students are admitted on a full-time basis. Applications should be made as early as possible during the preceding academic year. Applications received after May 1 will be considered on a "space available" basis.

EXPENSES

Tuition for non-Florida residents is approximately $2,250 for the academic year. Tuition for Florida residents is approximately $810. Books and supplies will cost about $300 per year. Some university housing is available for graduate students ranging in rates from $90 per month for a one-bedroom apartment to $125 for two bedrooms, unfurnished. Furnished apartments are available for slightly higher costs. Rent in the dormitories for single students is approximately $1,112 per calendar year ($278 per quarter-double, air-conditioned).

FINANCIAL ASSISTANCE

A variety of financial aid is available including graduate fellowships, special fellowships for minority and economically disadvantaged and for women in nontraditional careers, graduate assistantships, and special minority assistantships. Fellowships and assistantships may carry "out-of-state" tuition waivers. Information concerning financial assistance may be obtained from the Director of Graduate Studies.

PLACEMENT

The university maintains a Career Resource Center. The center provides a wide variety of services in placing students. Each year over 600 firms formally interview through the center.

CORRESPONDENCE

For further information, write or call

Director of the M.B.A. Program
214 Matherly Hall
University of Florida
Gainesville, Florida 32611
Telephone: 904-392-0165

UNIVERSITY OF GEORGIA

ATHENS, GEORGIA

Established in 1785, the University of Georgia is the oldest chartered state university in America. The university began offering graduate instruction in business administration in 1923 and is accredited by the American Assembly of Collegiate Schools of Business. The faculty emphasizes excellence in teaching, research, and service. This emphasis is made possible through a distinguished faculty, excellent library holdings, and advanced computer facilities. There are over 120 faculty members teaching 2,800 B.B.A., 350 M.B.A., 80 M.Acc., 20 M.A., and 80 Ph.D. students.

PROGRAMS OF STUDY

Six graduate degree programs are offered—Master of Business Administration (M.B.A.), Master of Accountancy (M.Acc.), Master of Arts in both business administration and economics (M.A.), and Doctor of Philosophy in both business administration and economics (Ph.D.). The M.B.A. and M.Acc. degrees lead to professional and managerial careers. The M.A. programs are used for intensive specialization or as a path to the Ph.D. The Ph.D. programs lead to research and/or teaching careers. For additional information concerning the M.Acc., M.A., and Ph.D. programs, contact the Academic Coordinator.

The M.B.A. degree requires two years for those having no undergraduate preparation in business administration and less time for those entering with preparation. The program's objective is to produce graduates with the potential to become successful executives in a variety of institutions—business, public, and nonprofit.

It is the intent of the faculty that the M.B.A. candidate should receive a rich and challenging educational experience, closely monitored by the faculty. The faculty expects that a graduate of the program will be skilled in the use of a wide spectrum of analytical tools and techniques, exposed to a variety of fruitful insights, and accustomed to the discipline of systematic thinking, so that consistent improvements in the solutions to managerial problems can and will be sought. The faculty expects that a graduate of the M.B.A. program will be able to communicate his or her ideas clearly in both written and oral expression.

The M.B.A. program consists of 91 quarter hours. Advanced standing may be granted by appropriate undergraduate work. The curriculum is organized into two years. The first year consists of foundation work. The foundation courses provide the common body of knowledge. These courses are of two types: those of a fundamental tool nature and those that prepare the student for professional courses in the business fundamental area. Foundation courses may be challenged where competence may be demonstrated.

The second year consists of the core curriculum and electives. The core courses have a professional managerial focus and provide a professional orientation of management tasks. These courses probe each problem area in much greater depth than do foundation courses. They place greater emphasis on the development and application of analytical tools, address more sophisticated, challenging problems, and place more stress on systematic, rigorous thinking than do foundation courses.

Fields of specialization are carefully integrated, cumulative, and systematically built upon earlier courses. The faculty has established 24 fields of specialization. A field of specialization may be tailored to the needs of a candidate.

ADMISSION

Individuals with a baccalaureate in any field are eligible to apply. Each applicant submits (1) an application for admission, (2) an M.B.A. supplemental application, (3) transcripts of all undergraduate and graduate work, (4) scores on the Graduate Management Admission Test, and (5) three letters of recommendation. A personal interview is not required, but interviews are encouraged for all doctoral applicants. Applicants for whom English is not their native tongue must also submit scores on the Test of English as a Foreign Language.

Admission is selective. The selection is based on a balanced appraisal of aptitude, ability, and achievement. The potential for management, as evidenced by work experience, maturity, and leadership qualities, is considered. M.B.A. students have diversified undergraduate backgrounds from liberal arts, science, business administration, and other disciplines. The average age of M.B.A. students is 24, and approximately one-half have one or more years of full-time work experience. Applications should be filed at least six months before the quarter for which admission is sought.

EXPENSES

For Georgia residents tuition for 1980-81 was $302 per quarter. Nonresident graduate students paid $750 per quarter. Reduced tuition rates applied to students taking less than 12 quarter hours of course work. Books are estimated to cost $75 per quarter. Personal expenses vary widely, but a realistic budget (excluding tuition) for a single person runs approximately $1,000 per quarter. A childless couple should budget approximately $1,500 per quarter.

FINANCIAL ASSISTANCE

Approximately one-fourth of the graduate students receive assistantships awarded on the basis of merit in amounts ranging from $1,800 to $8,000 plus a waiver of out-of-state fees for nonresidents. Applications should be submitted by February 1 for the following academic year.

Loans are available through application to the Student Financial Aid Office, Academic Building.

PLACEMENT

The college provides individualized career counseling and coordinates job opportunities through the Office of Career Planning and Placement. In addition, faculty and administrators conduct workshops and seminars on job campaign techniques. Resumes of graduating students are published in a book and distributed to selected corporations. Over 600 organizations interview on campus each year.

CORRESPONDENCE

For further information, write or call

Academic Coordinator
Graduate School of Business Administration
University of Georgia
Athens, Georgia 30602
Telephone: 404-542-5671

UNIVERSITY OF HARTFORD

WEST HARTFORD, CONNECTICUT

The Barney School of Business and Public Administration is descended from Hillyer College, founded in 1879. It is one of the University of Hartford's seven colleges. Approximately 2,000 students are currently studying business or public administration. Courses are offered in late afternoon and evening.

PROGRAMS OF STUDY

Seven degree programs are offered: Master of Business Administration (M.B.A.), Master of Public Administration (M.P.A.), Master of Science in Professional Accounting (M.S.P.A.), Master of Science in Taxation (M.S.T.), Master of Arts in Economics (M.A.E.C.), Master of Science in Organizational Behavior (M.S.O.B.), and Master of Science in Insurance (M.S.Ins.).

The M.B.A. program exposes students to a recognized common body of knowledge in accounting, economics, finance, management information systems, marketing, organizational behavior, policy and strategy, and quantitative analysis. Concentrations are available in accounting, economics, finance, health administration, information systems, insurance, international business, law, marketing, organizational behavior, public administration, strategy and policy, and quantitative methods. No previous preparation in business subjects is required, but business administration majors may have 12 credits waived from the usual 48-credit program.

The M.P.A. program is designed for people planning careers in public and nonprofit organizations. The core is a mixture of concepts and skills that will prepare students for the complexities of public service and life in complex organizations. The remainder of the 36-credit program consists of a concentration in a relevant field of service: health administration, policy formulation and program analysis, public finance, public management, or public planning.

The M.S.P.A. program is a 48-credit program designed for students who seek to develop a professional accounting proficiency in preparation for careers in business, public accounting, government, or nonprofit organizations. Graduates are qualified to take the CPA or CMA exam. Course work focuses on financial accounting and reporting as well as on the development of analytical tools for planning, controlling, and decision making. Students who have completed undergraduate work in the required courses may have those courses waived. A minimum of 30 credits must be taken for the degree.

The M.S.T. is a 30-credit program designed for experienced tax practitioners seeking a comprehensive tax background for use in business, public accounting, government, or nonprofit organizations. Graduates of the program are prepared to be specialists in taxation, including tax consultants, or for careers in tax administration and planning for corporations or the government.

The M.A.E.C. is structured for those interested in becoming practicing economists. Graduates of the program are prepared for technical positions in industry and government or for further study at the doctoral level. Options are offered in either urban and regional economics or economic analysis and research.

The M.S.O.B. program is a 36-credit program designed for individuals who have reached the stage in their careers where advancement is based on skills related to the development of effective organizations. This program is designed to complement existing technical skills with skills in organizational analysis. Graduates of the program have the knowledge to understand and manage increasingly dynamic and complex organizations, to understand organizational change, and to foster organizational effectiveness.

The M.S.Ins. program is a 36-credit program designed for students who desire professional careers in the insurance field as well as for insurance practitioners who have had little or no formal undergraduate training in insurance. Hartford is the home of some of the largest insurance companies in the country and is an ideal place to learn about the industry. Prerequisites include accounting, economics, and statistics.

ADMISSION

Applications should be filed by July 1 for the fall, November 1 for the spring, or April 1 for the summer. Supporting papers include a personal statement, two recommendations, Graduate Management Admission Test (GMAT) scores (Graduate Record Examination scores acceptable if applying for the M.A.E.C. and M.P.A.) and official transcripts of all college studies. International students must also submit Test of English as a Foreign Language scores and the Guarantor's Statement of financial support. International students are usually accepted for the summer term.

EXPENSES

Tuition is $150 per credit hour. Most graduate courses are three credits. There is a nonrefundable application fee of $25. The registration fee each semester is $25. Tuition and fees are subject to change. A number of graduate assistantships are available.

Housing is available in the greater Hartford area.

PLACEMENT

The Placement Office is available to assist graduate students in obtaining either full-time or part-time employment.

CORRESPONDENCE

For further information, write
Office of Graduate Studies
Barney School of Business and Public Administration
University of Hartford
West Hartford, Connecticut 06117

UNIVERSITY OF HAWAII AT MANOA

HONOLULU, HAWAII

The University of Hawaii at Manoa is the principal campus in Hawaii's nine-campus system of higher education. More than 21,000 students attend the 300-acre campus which is located in Manoa Valley, a residential area close to the heart of metropolitan Honolulu.

Honolulu is a city of approximately one million people. As a multicultural center, Honolulu is the ideal setting for an internationally oriented business program. Consequently, the UHM College of Business Administration's distinctive competence is in serving as the leading educational bridge between East and West in business management.

An increasing number of multinational corporations find Honolulu a practical, attractive, and stimulating center for their corporate headquarters. The East-West Center, a federally funded institution adjacent to the university, brings together scholars from Asia, the Pacific nations, and the United States in a variety of cooperative programs. Master of Business Administration (M.B.A.) students may apply for East-West Center grants (December 1 deadline).

The AACSB accredited College of Business offers concentrations in international business, finance, marketing, accounting, management, decision sciences, business economics, real estate, personnel and industrial relations, and travel industry management. The Pacific Asian Management Institute (PAMI) is offered each July and August by the College of Business. PAMI provides specialized training and M.B.A. courses in the context of the Pacific-Asian environment. The College of Business Administration also offers a 36-credit-hour Master of Accountancy program. A limited number of fellowships to study at the Institute for International Studies and Training in Japan is also offered each spring semester.

The college encourages applicants from various academic backgrounds and also encourages dual degrees with such disciplines as public health, law, engineering, Asian studies, political science, and urban planning.

PROGRAM OF STUDY

The M.B.A. program provides a solid educational foundation for business leadership. It meets the needs of three groups: (1) students seeking graduate degrees in business administration to complement their undergraduate degrees in other fields, (2) students having practical business experience who need greater familiarity with the basic knowledge necessary for conducting business in today's complex world, and (3) students with undergraduate business degrees desiring to extend their education into advanced areas of analysis and problem solving. Undergraduate requirements are limited to an introductory course in economics and math through calculus. Students requiring additional undergraduate work in written skills are informed before registration.

The M.B.A. program is primarily a nonthesis program of 54 graduate semester credit hours. It consists of 10 basic, 6 concentration and elective, and 2 integrative policy courses. A thesis program is also available. There are more than 300 students, and about half are employed full time.

Research centers are available in the college to study consumer behavior, the travel industry, transportation, and accounting. The CBA computer laboratory provides access to HP 3000 and IBM 370 systems.

ADMISSION

Applicants must hold a bachelor's degree from a recognized university or college, or its equivalent. Admission decisions are based on the applicant's past academic performance, Graduate Management Admission Test (GMAT) score, career goals, and work experiences. A grade-point average of 3.0 or better in the last 2 years of undergraduate work and a GMAT score of at least 500 are expected.

Applications should be filed with the Graduate Division by March 1 for admission the following semester and by September 1 for spring semester admission.

EXPENSES

Graduate tuition is $275.00 per semester for resident and military students; $687.50 per semester for nonresidents. Resident and military graduate students enrolled for fewer than 12 hours are charged $23.00 per credit hour; nonresident students $58.00 per credit hour.

Limited room and board accommodations are available on campus. Honolulu is a high-cost area and off-campus living expenses can be relatively high. An estimated minimum cost for meals, housing, personal expenses, and transportation for a student living off campus with a roommate is $400 per month.

FINANCIAL ASSISTANCE

The Office of Financial Aids is concerned with assisting students with financial needs to continue or complete their education at the UHM. Assistance may take the form of scholarships, grants, loans, and student employment. Address correspondence to Director, Office of Financial Aids, 2442 Campus Road, Honolulu, Hawaii 96822.

A few graduate assistantships are available to candidates with outstanding scholastic records; an adequate academic background in the field of business, economics, mathematics, statistics, or travel industry; and evidence of a high level of English proficiency. In addition to graduate assistantships, some tuition waivers are available for outstanding candidates. Application forms may be obtained from the address below. Applications must be submitted before March 1 in order to be considered for the following academic year. Graduate assistants currently receive $5,016 as well as a tuition waiver on a minimum of 6 and maximum of 9 credit hours per semester. The work assignment is 20 hours each week for 9 months.

PLACEMENT

The services of the University Office of Placement and Career Planning are available for M.B.A. students. In addition, the College of Business has established institutional relationships which provide a number of Asian-Pacific placement opportunities.

CORRESPONDENCE

For further information, please write or call
Office of Graduate Programs
College of Business Administration
University of Hawaii at Manoa
2404 Maile Way
Honolulu, Hawaii 96822
Telephone: 808-948-8266

UNIVERSITY OF HONG KONG

HONG KONG

The University of Hong Kong, founded in 1911 and located on Hong Kong Island, is one of the two universities in the British Crown Colony. The university is situated on the northwestern slopes of Hong Kong Island overlooking the harbor and the city. It has developed a leading reputation in Southeast Asia, and its location within the fast-growing Southeast Asian economic region makes it an ideal base for the study of international business. There are approximately 5,000 full-time students plus a number of part-time students.

PROGRAMS OF STUDY

The teaching staff includes lecturers and tutors in specialized areas of study. Members of the business community are also involved in teaching assignments and bring an important element of practical experience into the course.

The general theme of the programs is to teach the main theoretical concepts relating to management in the first year and then in the second year to develop the application of such theory for practical use. A wide variety of teaching methods is used, including lectures, seminars, case studies, business games, exercises, and an individual research project.

In the first year of the two-year Master of Business Administration (M.B.A.) program offered by the Department of Management Studies, all participants are required to take 12 core courses and identify a project area in which to work during the summer vacation. In the second year all students take seven integrative courses, together with a choice of electives, and present their project reports. Full-time students are required to complete the M.B.A. degree in two years.

An applicant who wishes to take the M.B.A. program on a part-time basis must first be accepted for the Diploma in Management Studies course. After two years, having gained the diploma, he or she may apply for admission to the final year of the M.B.A. program, as either a full- or part-time student. Part-time students may complete M.B.A. requirements within two or three years after obtaining the diploma.

For almost a decade, postexperience courses in management have been conducted in the Department of Extra-Mural Studies, especially the Diploma in Management Studies course. The Diploma in Management Studies course lasts for two years of part-time study and is intended mainly for the local business executive who has a degree and a number of years of management experience. Emphasis is on general management skills, and the course is appropriate for people in a wide range of business and administrative areas.

During the first year, the topics covered and examined are organizational behavior, economics, marketing, finance and accounting, statistics, and technical aspects of management. During the second year, these subject areas are examined: organizational behavior, management principles and practice, and economics, marketing, and finance. The individual research project which is submitted at the end of the second year counts as a paper in the final examinations and takes the form of an extended essay of up to 10,000 words. Stress is laid during the second year on the management of change, analysis of the business environment, the cross-cultural issues in management, and the contingency approach. A wide range of managerial techniques is given detailed consideration.

ADMISSION

For both programs, applicants must possess a university degree or a comparable professional qualification and must submit a score from the Graduate Management Admission Test (GMAT). Selection of candidates for admission to the M.B.A. program (full-time and part-time) will be based on (a) a detailed application form completed by the candidate, (b) personal references from present or former employers and teachers, and (c) the results of the GMAT. For the diploma, a minimum age of 23 is also a requirement although in exceptional cases a person without professional or graduate qualifications will be admitted with a minimum age of 27 plus at least four years executive experience.

EXPENSES

A composition fee to cover tuition in 1981-82 is HK$2,300 per annum (M.B.A.) or HK$1,750 per annum (Diploma). Caution money (HK$125) and the fee for the award of the M.B.A. or the Diploma (HK$125) are also required. A very limited number of postgraduate students and overseas staff can be housed in the Robert Black College, which is a modern building constructed in the traditional Chinese style and well situated on the university campus, but private rented accommodation is expensive and may be difficult to obtain.

FINANCIAL ASSISTANCE

Some limited assistance is available for the M.B.A. program. Through the generosity of the Lions International District 303, loans to cover the cost of fees for the Diploma in Management Studies may be available.

CORRESPONDENCE

M.B.A. inquiries should be sent to
The Registrar
University of Hong Kong
Hong Kong

For further information about the Diploma in Management Studies course, write to
Course Director
Diploma in Management Studies
Department of Extra-Mural Studies
University of Hong Kong
Hong Kong

UNIVERSITY OF HOUSTON

HOUSTON, TEXAS

The University of Houston, founded as a private institution in 1927, became a member of the state system of higher education in 1963. Located in the nation's fifth largest city, it is ideally situated to utilize the research, business, and cultural facilities of metropolitan Houston. Opportunities abound for study, applied research, and employment.

PROGRAMS OF STUDY

The graduate programs of the College of Business Administration are designed to provide lasting educational experiences which serve to continue the professional development of their graduates. In addition to a firm foundation and understanding of the state and practices of the functional areas of administration, the programs focus on the development of problem identification and analytical skills. Each student is exposed, in depth, to the important behavioral, economic, and quantitative principles and techniques that support the administrative decision process. The systems approach, interpreted through diverse teaching methods, is used to integrate the elements of administration and to link managerial decisions to the political, social, economic, and cultural framework.

The Master of Business Administration program is a 48-hour curriculum designed to prepare students for management positions in business organizations. Areas of concentration are available in accounting, finance, marketing, management information systems, organizational behavior and management, production logistics management, and quantitative management science. Admission is open to qualified holders of bachelor's degrees, regardless of the undergraduate field of study. Preliminary quantitative course work, which is usually required of all students, may be waived. The program may be reduced to 36 hours for students with prior equivalent course material.

The Master of Science in Accountancy program is a 36- to 54-hour curriculum designed for individuals who plan to concentrate in the fields of financial, managerial, and tax accounting. The course work is designed to satisfy the requirements for writing the C.P.A. exam administered by the state of Texas. It is intended to provide a well-rounded background in business administration in addition to specific competence in the area of accounting.

The Doctor of Philosophy in business administration degree program is an individualized and specialized program directed toward the development of teachers and researchers for academic, industrial, government, and social organizations. The program contains few required courses and is largely tailored to the interests and background of the candidate. Students select a primary and one supporting field. Primary fields include accounting, finance, marketing, operations management, management information systems, organizational behavior and management, and quantitative management science. This selection is done jointly by the candidate and the advisory committee. Details concerning the program and admission can be obtained by writing to the Graduate Programs Administrator.

ADMISSION

Admission screenings consider all elements of an applicant's background which show evidence of achievement and potential to complete successfully and benefit from the program. The following standards are normally applied for unconditional admission to the master's programs:

- bachelor's degree earned in an accredited institution with an acceptable grade-point average (The average grade-point average of accepted applicants is 3.0) and
- submission of scores on the Graduate Management Admission Test (minimum requirement—50th percentile on total GMAT score).

All documents (application form, two official copies of transcripts from previous college or university attended, and GMAT score) must be on file by July 1 for the fall term, December 1 for the spring term, and April 9 for the summer term. All international applicants must submit a Test of English as a Foreign Language (TOEFL) score of 600 or above with the exception of those completing a four-year degree at a university in the United States. Citizens of Australia, Canada, New Zealand, and the United Kingdom are excluded from this TOEFL requirement.

EXPENSES

Tuition per 12 semester hours is $50 for Texas residents, $480 for out-of-state students and international students. In addition, university fees amount to approximately $150 per semester.

FINANCIAL ASSISTANCE

A number of graduate fellowships are awarded on the basis of merit to students enrolled in the program. They include the Clayton Fellowship in Systems Analysis ($3,000) and four Fred J. Heyne Fellowships in Business Administration ($2,500 each). Research assistantships and teaching assistantships are available in most departments of the college for doctoral students.

Applications for fellowships and assistantships (awards effective September 1) should be filed by March 15. Information concerning student loans may be obtained by writing to the Office of Loans and Scholarships.

Part-time employment opportunities are available both within the university and in the local business community. The University Placement Service assists students in finding such positions.

PLACEMENT

The University of Houston operates a placement center serving students in all colleges and departments. A professional business placement counselor is assigned to the College of Business. Both students and alumni may secure data relating to future careers and may arrange for interviews with the many recruiters who visit the campus.

CORRESPONDENCE

To obtain additional information, direct inquiries to

Graduate Programs Office
College of Business Administration
University of Houston
Houston, Texas 77004
Telephone: 713-749-2893

UNIVERSITY OF HOUSTON AT CLEAR LAKE CITY

HOUSTON, TEXAS

Following its statewide study of higher education needs, the Coordinating Board, Texas College and University System, recommended in 1968 that a second campus of the University of Houston should be created. In 1971 the 61st Legislature authorized the creation of the University of Houston at Clear Lake City (UH/CLC) and subsequently provided funds for academic and physical facilities at the new institution. In December 1976, the Southern Association of Colleges and Schools granted UH/CLC accreditation. The university, which opened for its first regular classes in the fall of 1974, is located in facilities adjacent to the Johnson Space Center in southeast Houston.

Approximately 80 percent of the students enrolled in graduate programs attend part time in the evening. Both full- and part-time offerings are available to students. Teaching approaches utilize the case method whenever appropriate along with lectures, discussions, and investigations of actual situations. Graduate programs in business are planned to prepare students to assume the responsibilities of middle- and upper-level administrators and managers. Entering graduate students may select accounting, business and industrial management, finance, or transportation as their primary concentration.

PROGRAMS OF STUDY

The programs in accounting or finance lead to the Master of Science (M.S.) degree. Programs in accounting and finance are designed to prepare students to assume administration, managerial, and professional positions in their respective fields. The candidate plan of study for accounting students will include a minimum of 30 semester hours of credit. Candidates are generally expected to write a thesis; with permission of the Dean, a special project or six additional credit hours of course work may be chosen. The candidate plan of study for finance students will include a minimum of 30 semester hours of credit. The candidate must earn a minimum of 15 hours in designated financial courses. Candidates may choose to complete either a thesis or a project as a part of the degree requirement.

The programs in management and marketing lead to the Master of Business Administration (M.B.A.) degree. Programs in management and marketing are designed to prepare middle- and higher-echelon administrators and managers. All candidates must complete the core requirement of 24 semester hours. In addition to the core requirement, students will select 12 hours with the approval of their advisor to complete the 36-smester-hour requirement. Candidates may elect to complete a thesis, a project, an internship, or a minimum of course work for the M.B.A. degree.

ADMISSION

All students seeking a Master of Science degree in accounting or finance, or the Master of Business Administration degree, must submit scores on the Graduate Management Admission Test (GMAT). This score must be submitted before enrolling for the first semester or during the first semester of enrollment. Failure to submit the GMAT score prior to the end of the first semester of enrollment will result in the student's not being permitted to register for a second semester. Once the GMAT score is received by the Dean of the School of Business and Public Administration, a candidate plan of study will be prepared by an appropriate faculty advisor. The GMAT score and candidate plan of study will conform to all standards and policies of the School of Business and Public Administration. Admission to candidacy is based on a minimum index number of 1000; this number is computed as follows: grade-point average (GPA) (last 60 hours) × 200 + GMAT score = Index Number.

EXPENSES

Estimated costs for students, including living expenses (based on 12 months), are as follows:

Full time, married	$4,230
Full time, single	3,010
Part time, married	3,620
Part time, single	2,440

FINANCIAL ASSISTANCE

The Office of Admissions and Records coordinates all aid programs; these include the college-based federal programs, state programs, veterans' benefits, and on- and off-campus employment. On-campus employment will be reserved for students who demonstrate financial need. To determine need, the university uses the need-analysis system developed by the College Scholarship Service of the College Board. Persons interested in some form of financial assistance should contact the Director of Admissions and Records.

PLACEMENT

On-campus interviews with both local and national companies are conducted for students seeking employment. Other services available include career counseling and planning, employment readiness seminars, alumni placement, part-time and summer job placement, and credential service. The university also has a Vocational Library and supplies local and national salary surveys.

CORRESPONDENCE

For additional information, please write or call

Dr. Rosemary Pledger
School of Business and Public Administration
University of Houston at Clear Lake City
2700 Bay Area Boulevard
Houston, Texas 77058
Telephone: 713-488-9330

UNIVERSITY OF IDAHO

MOSCOW, IDAHO

The Graduate School embraces 7 colleges and nearly 50 departments and subject areas. Enrollments are large enough to provide the critical mass of students and faculty necessary for graduate programs and yet sufficiently small to permit close faculty-student relationships. Interdepartmental cooperation is an important factor on the Idaho campus, which is also the research center for the state.

The university enjoys a unique location and offers the advantages of adjacent institutions, a large city nearby, and a vast expanse of outdoor recreational areas in close proximity. Cultural and scholarly exchange is common with Washington State University, eight miles distant, and a number of other colleges in Spokane and adjacent communities. Spokane, the second largest city in the state of Washington, is 80 miles from Moscow. In contrast, one of the largest wilderness and mountain areas in the country is within a short driving distance.

PROGRAMS OF STUDY

Graduate degrees offered by the College of Business and Economics are the Master of Business Administration (M.B.A) and the Master of Science in economics. The M.B.A. is designed to provide a broad education based on a common body of knowledge with a competency in general management as the primary objective. It is especially adapted to students who have earned their bachelor's degree in the applied sciences of agriculture, forestry, and engineering as well as other nonbusiness areas.

The M.B.A. is a nonthesis degree requiring 30 semester hours of course work, including 6 hours of approved electives. Applicants are expected to have demonstrated proficiency in elementary economics, statistics, and computer programming prior to admission. Elementary calculus is also recommended. Any deficiency at the time of admission in the foundation areas of finance, marketing, management (one course each), and accounting (one year sequence) must be removed before graduate courses in corresponding areas may be taken. A comprehensive examination is administered near the completion of the student's program. The examination stresses integration of the student's work in the eight areas covered in the required courses.

The Master of Science in economics has both thesis and nonthesis options. The emphasis in this program is on applied policy analysis. Applicants must take the Graduate Record Examinations.

The Master of Science in economics has both thesis and nonthesis options. The emphasis in this program is on applied policy analysis.

ADMISSION

Applicants for admission must be graduates of an accredited college or university. A completed application form and transcripts of all college-level work should be forwarded to the Admissions Office. Acceptance for the M.B.A. program is based on the applicant's previous college record and scores on the Graduate Management Admission Test; for the Master of Science in economics program, applicants must take the Graduate Record Examinations. Consideration is given to all aspects of the student's record in determining final admission.

International students must provide official or certified copies in English of all their transcripts. A score of 550 on the Test of English as a Foreign Language (TOEFL) is required for students from non-English speaking countries.

EXPENSES

Per semester, estimated	*Resident*	*Nonresident*
Tuition	None	$ 850*
Institutional fees	$ 380	380
Board and room	825	825
Books and supplies	150	150
	$1,355	$2,205

*Foreign students pay an additional $50 per semester tuition.

FINANCIAL ASSISTANCE

Financial assistance is available in the form of loans which should be applied for through the financial aid office of the university. Also available are grading and lab assistantships through the department chairmen in accounting, economics, and business. Scholarship monies may be applied for through the Office of Student Affairs. The Elbert S. Rawls Fellowship is offered to a graduate student who must maintain a grade-point average of at least 3.0 while in graduate school. The amount of the scholarship is $6,000. Interested students should write to the Dean's Office. A limited number of out-of-state tuition waivers for foreign students are available through the foreign student advisor.

PLACEMENT

The Career Planning and Placement Center is organized to assist all university graduates in obtaining employment according to their preparation, ability, and experience. Normally, the service is open to all students and alumni who have completed two semesters of accredited study in upper-division or graduate work at the university or who will have completed such work by the time placement information is to be utilized.

CORRESPONDENCE

For further information or to request an application for admission, please write to

Director of Graduate Studies
College of Business and Economics
University of Idaho
Moscow, Idaho 83843
Telephone: 208-885-6294

UNIVERSITY OF ILLINOIS AT CHICAGO CIRCLE

CHICAGO, ILLINOIS

The University of Illinois at Chicago Circle (UICC) is a state university in a major metropolitan area. The opportunities and challenges of the urban society are an important part of its programs and research. The university offers more than 130 graduate and undergraduate degree programs, in professional areas and academic disciplines.

Beyond its own fine library, UICC also offers special library access with numerous university and industry libraries in Chicago. The campus Computer Center provides excellent support for instruction and research.

PROGRAM OF STUDY

The Master of Business Administration (M.B.A.) program challenges students to become effective decision makers and problem solvers both as individuals and as group members. Students who meet these challenges are prepared for careers in the management of business, public, and not-for-profit organizations.

The program, accredited by the AACSB, is designed to meet the needs of students with undergraduate backgrounds in business and nonbusiness areas. A minimum of 24 courses in approved graduate work is required unless the entering student holds a baccalaureate in business from an institution accredited by the AACSB, in which case the requirement is reduced to 16 courses.

The core curriculum consists of a series of integrated required courses that lead to advanced work in the elective area. The required courses emphasize the fundamental tools of managerial decision making, while the elective area of the curriculum stresses the application of advanced management knowledge. Courses in the elective portion are divided into two categories: concentration courses and free elective courses. Students select two fields of concentration from the following nine: accounting, economics, finance, human resource management, international business, management information systems, marketing, operations management, and policy and administrative practices. The free electives may be selected from a wide range of disciplines to support the student's chosen fields of concentration or to explore entirely new areas. The degree must be completed within six calendar years from the date of first enrollment. Transfer credit and credit by proficiency exmination may be granted up to a maximum of 12 courses in the required core. Transfer credit is only accepted from AACSB-accredited graduate programs. The entire program can be completed on either a full-time or part-time basis during the day or evening. Due to the number and variety of course offerings available to students, a great deal of flexibility in class scheduling is possible.

It is recommended that applications for full-time study be submitted for the fall quarter by the 24-course-program applicant and for the summer session by the 16-course-program applicant. Part-time students may apply for fall, winter, or spring quarters.

ADMISSION

The M.B.A. program is open to students who wish to pursue graduate study in business no matter what their undergraduate majors were. Applicants are considered for admission on an individual basis. Evaluation for admission is based on the applicant's previous academic work, test scores, letters of recommendation, statement of objectives, and work experience. A student must have a baccalaureate degree from an accredited college or university with a grade-point average of B or better for the last 90 quarter credit hours (60 semester credit hours) of undergraduate study and score satisfactorily on the Graduate Management Admission Test (GMAT). Also, students must arrange to have two letters of recommendation sent and must submit a statement of educational and professional goals. Foreign applicants must also submit scores from the Test of English as a Foreign Language (TOEFL) and statement of financial support. A score of 550 is recommended on the TOEFL examination.

In exceptional cases, students who have grade averages less than B (4.00) may be admitted with limited status if they can show evidence of substantial promise. Normally, this is accomplished through a superior performance on the GMAT.

All application materials and program information can be received by writing or telephoning the Graduate Business Program Office.

EXPENSES

The 1981-82 schedule of fees for each quarter for a typical part-time course load of two courses and a full-time course load of three or more courses is as follows:

Tuition fee	*Part time**	*Full time**
Illinois resident	$191	$282
Nonresident	573	846
Service fee	83	83
Hospital-medical insurance fee	28	28

The hospital-medical insurance fee is waived for those students showing evidence of comparable coverage.

*Subject to change without notice

FINANCIAL ASSISTANCE

Graduate research assistantships are available from the college for an academic year. Positions require students to be enrolled for a minimum of 12 credit hours per quarter. Each assistantship carries a stipend of over $3,000 and tuition and fee waiver for the academic year. Tuition and fee waivers and university fellowships are also available in limited numbers.

PLACEMENT

The Office of Career Placement Services of the university is available to assist students in career decisions and placement. Each year the placement office is in contact with a large number of major employers concerning their personnel needs. Special attention is given the placement needs of the M.B.A. program students.

CORRESPONDENCE

For information, write, call, or visit

Graduate Business Program Office
College of Business Administration
University of Illinois at Chicago Circle
Post Office Box 4348, UH 2422
Chicago, Illinois 60680
Telephone: 312-996-4573

UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN

CHAMPAIGN, ILLINOIS

The College of Commerce and Business Administration through its Department of Business Administration provides degree programs leading to the Master of Business Administration (M.B.A.), the Master of Science in Business Administration (M.S.B.A.), and the Doctor of Philosophy (Ph.D.) in business administration. Joint professional degrees are offered with architecture (M.Arch./M.B.A.), law (J.D./M.B.A.), medicine (M.D./M.B.A.), and engineering (M.S.E.E./M.B.A.). Enrollments total about 400. About 40 of the college's 150 faculty teach regularly in the graduate programs. The college is adjacent to one of the world's largest libraries and maintains extensive computer facilities and a behavioral science laboratory for education and research purposes. The college has renowned faculties in accounting, marketing, organizational behavior, and management science. Located 150 miles south of Chicago, the college and its faculty maintain business contacts through consulting and classroom projects with hundreds of organizations, including 90 firms with top executives on the college's Advisory Council and the 300 firms which recruit regularly for positions in management.

PROGRAMS OF STUDY

The professional M.B.A. program strives for diversity with quality. It recognizes that management represents a general set of skills and knowledge applied to a specific set of problems and realities. Individuals come from diverse geographic, educational, and national backgrounds. The program prepares them for analytically grounded management in diverse careers. The faculty's approach to management education is to blend the pragmatic concerns of business and nonbusiness organizations with rigorous analytic approaches to decision making and problem solving. Quality is maintained by hiring and promoting faculty only according to their renowned scholarship and by establishing a fundamental core program in graduate management education. Diversity is maintained by integrating the fundamental management core with administratively relevant electives from specific professional fields.

The M.B.A. program requires 12 to 16 courses and takes one and one-half to two years to complete. Six courses are in the fundamental areas of behavioral, economic, and quantitative sciences; six courses are in the functional areas of management: accounting, marketing, finance, production, operations, law, and organizational policy and planning. Four courses are electives chosen by the student according to professional goals.

The M.S.B.A. is designed for undergraduate business majors who desire additional specialized graduate education. The focus is narrow and prepares individuals for a Ph.D. program or a research or staff position in business, government or education. The program requires from 10 to 12 courses: 6 in the fundamental behavioral, economic, and quantitative sciences, 4 in the major area of concentration, and a 2-course minor or a thesis. The areas of concentration include management science, organizational behavior, marketing, management information systems, international business, and managerial economics.

The Ph.D. program is designed to meet career needs for research, teaching, and problem solving in academic as well as business, government, and other types of organizations. The program has no foreign language requirement. It consists of 16 units of course work and 8 units of dissertation work. Those who enter from a master's degree in business generally complete 8 units of course work and 8 units of dissertation work.

Major areas of specialization within the Ph.D. program include management science, marketing, organizational behavior, management information systems, and international business. A minor area usually accompanies the major area.

A comprehensive examination follows the major and minor and is provided by the faculty in the selected major and minor areas. Proseminars and predissertation research are an integral part of the doctoral program. At the proseminars, faculty and students interact on their research and teaching activities. A dissertation completes the program.

ADMISSION

Admission to the M.B.A. and M.S.B.A. programs is dependent on an undergraduate degree, acceptable scores on the Graduate Management Admission Test (GMAT), a scholastic average of at least B for the last 60 hours, letters of recommendation, and a statement of personal career goals.

Admission to the Ph.D. program, in addition to acceptable scores on the Graduate Management Admission Test, requires a scholastic average of B+ (rather than B) on approximately the last two years of course work.

All programs can be started in August, January, or June, although Ph.D. students should plan for August. Application deadlines are one month prior to entrance.

EXPENSES

The 1980-81 schedule of fees (subject to change), per semester, was as follows:

Tuition, residents of Illinois	$ 364
Tuition, nonresidents of Illinois	1,092
Service fee	86
Hospital-medical-surgical insurance fee	65

FINANCIAL ASSISTANCE

Fellowships, assistantships in both teaching and research, tuition and fee waivers, and loans are available. Fellowships provide a tax-free stipend of $3,000 for the academic year with an additional allowance of $500 for the summer session, plus exemption from tuition and fees. Assistantships are for services rendered. A half-time appointment currently pays $4,100 for a nine-month year, plus exemption from tuition and fees. Approximately one-third of the current master's degree candidates and all Ph.D. candidates receive some form of financial aid.

CORRESPONDENCE

For further information, write or call

Administrative Director of Graduate Programs
Department of Business Administration
218-A Commerce Building (West)
University of Illinois at Urbana-Champaign
Champaign, Illinois 61820
Telephone: 217-333-4555

THE UNIVERSITY OF IOWA

IOWA CITY, IOWA

The University of Iowa is located in Iowa City along the banks of the Iowa River and close to Interstate Highway 80. Current enrollment exceeds 25,000, with more than one-third of the student body either in the graduate college or in a professional school.

The College of Business Administration has been an accredited member of the American Assembly of Collegiate Schools of Business since 1924 and offers graduate business programs leading to these degrees: Master of Business Administration (M.B.A.); Master of Arts (M.A.) degrees in business administration and accounting; and the Doctor of Philosophy (Ph.D.) in business administration. With the College of Law the College of Business Administration offers joint programs leading to the M.B.A./M.A. and Juris-Doctor (J.D.) degrees. A joint M.B.A./M.A. in library science is also offered. In addition, students in any of the degree programs may concentrate or minor in fields outside the college including health services, public affairs, fine arts, etc. The Economics Department in the college offers the M.A. and Ph.D. in economics.

PROGRAMS OF STUDY

The M.B.A. program is designed to prepare men and women for significant administrative positions in business and in the public sector. The degree is attained through a nonthesis program which emphasizes breadth of knowledge and understanding with limited concentration in specific areas. Experience in research and writing is obtained through assigned projects and reports required by the faculty in specific courses. Part-time enrollment and evening classes are available.

The M.B.A. degree is awarded after successful completion of a minimum of 33 semester hours of graduate work in business, economics, and related areas of study. Additional courses are required of candidates whose backgrounds are deficient in the common body of knowledge in business and economics.

The M.A. degree permits a student to specialize in a discipline with accounting and industrial relations being the most popular areas. Accounting students complete a professional accounting program. A student may also major in finance, marketing, management science, insurance, and administrative studies. A minimum of 30 semester hours is required for the M.A. with thesis and 35 semester hours for the M.A. without thesis. Additional courses are required for students whose backgrounds are deficient.

Students admitted to the Ph.D. program must demonstrate proficiency in statistics-quantitative methods, economic theory, behavioral science, and research methods. In addition, the student must select two specialized fields, such as accounting, finance, marketing, management science/systems, organizational behavior, industrial relations, or other approved fields. The candidate must pass written comprehensive examinations in the specialized fields and an oral comprehensive examination covering the academic program to be advanced to candidacy for the Ph.D. Finally, an acceptable dissertation must be presented and defended by each candidate.

ADMISSION

Applicants for admission to any of the graduate business programs must provide evidence of (1) a baccalaureate degree from an accredited college or university and satisfactory grade-point average, (2) satisfactory performance on the Graduate Management Admission Test (GMAT), and (3) three letters of recommendation. Applicants for the Ph.D. program may use the GRE scores in lieu of the GMAT. Most students entering the doctoral program will have completed a master's degree, but highly-qualified holders of bachelor's degrees will also be considered. Applications must be received by the Graduate College not later than July 15 for fall enrollment, December 1 for spring enrollment, or May 1 for summer enrollment.

EXPENSES

Tuition and fees for the 1981-82 academic year follow. Regulations for determining status as a resident or nonresident are set forth on the application form.

Estimated academic year expenses for single students

	Resident	*Nonresident*
Tuition and fees	$1,080	$2,486
Room and board, double room	1,850	1,850
Books and supplies	200	200
Incidental personal expenses	900	900
	$4,030	$5,436

Inquiries concerning dormitory or married student university housing should be directed to the Housing Assignment Office, Burge Hall, Iowa City, Iowa 52242. Off-campus housing information may be obtained from the Housing Information Clearing House, Iowa Memorial Union, Iowa City, Iowa 52242.

FINANCIAL ASSISTANCE

For qualified applicants, several forms of financial assistance may be available including teaching assistantships, research assistantships, tuition scholarships, and loans. Research assistants are appointed to various college institutes and centers and to professional members of the staff. Teaching assistants are assigned introductory-level courses and are supervised by professors in charge of the respective courses. Deadline for fall financial aid applications is March 15.

PLACEMENT

The Career Services and Placement Office provides placement services for students and alumni. National and regional business firms interview on campus each year. These services are supplemented by the Graduate Programs Office and the M.B.A. Association which distribute a resume book to several hundred organizations. Ph.D.'s seeking academic positions receive extensive help from the college.

CORRESPONDENCE

Inquiries should be directed to
Associate Dean
Graduate Programs in Business
121 Phillips Hall
University of Iowa
Iowa City, Iowa 52242
Telephone: 319-353-3158

UNIVERSITY OF JUDAISM

LOS ANGELES, CALIFORNIA

The University of Judaism (UJ), the West Coat affiliate of the Jewish Theological Seminary, is a school specializing in Jewish studies. It offers both undergraduate and graduate level programs in all areas of Judaica and Jewish life, including a number of professionally oriented programs to prepare people for careers in the rabbinate, Jewish teaching, and administration.

The Master of Public Management and Administration program (M.P.M.A.) was established in 1979 as a result of two studies clearly showing that there is a need for the formal preparation of administrators for Jewish public, religious, and communal organizations. The opportunities are endless. Administrators are needed for synagogues, Federations, family and other service agencies, educational institutions, and many other Jewish welfare and special purpose organizations. The Jewish community needs men and women specifically able to meet this urgent need now.

PROGRAM OF STUDY

The M.P.M.A. degree program is designed for individuals who have an interest in the Jewish community generally and the functioning of Jewish public organizations in particular.

It seeks to attract and educate individuals who wish to serve the community in areas of administration. As a result, it offers specialized instruction in the areas of management and administration as differentiated from the other functions of public organizations. It does, however, prepare its graduates to relate to the social, public, religious, and educational nature and objectives of Jewish organizations because effective managers must understand those elements of the organizations they serve.

The curriculum (65 units) covers the range of managerial techniques now employed by all types of public and private organizations, both profit and nonprofit. Courses include organizational behavior, management in the nonprofit sector, public relations, marketing, labor relations and personnel, accounting and finance, legal and tax problems, economics, computers, statistics, as well as specific topics unique to Jewish institutional management.

The program also includes a one-semester internship with an appropriate orgnaization.

ADMISSION

Admission is open to those who hold a bachelor's degree from an accredited college or university. Applicants must submit official transcripts indicating a strong academic record, as well as scores on the Graduate Management Admission Test (GMAT). Applicants whose native language is not English must demonstrate English language proficiency through achievement of a satisfactory score on the Test of English as a Foreign Language (TOEFL).

Applicants must submit two letters of recommendation, one from a faculty member with whom the applicant has studied (if possible), and one from a nonfaculty member. In addition, the applicant must submit a statement of personal motivation, purposes, and goals as they are relevant to this program. As is the case with all programs at the University of Judaism, the Masters in Public Management and Administration program is open on a nondiscriminatory basis to all men and women without regard to race, religion, ethnic origin, or physical handicap.

It is strongly recommended that the applicant will have completed college algebra before entering the program.

A personal interview with the Director of the Program, Professor Judith Glass, or a member of the university staff is highly desirable. The applicant should request such an interview.

EXPENSES

Tuition for all students admitted to the David Lieber School of Graduate Studies, M.P.M.A. program, is $90 per credit up to a maximum of $1,350 per semester and $2,700 per year.

There is a registration fee of $20 each semester and a $25 application fee. All fees are subject to change without notice.

FINANCIAL ASSISTANCE

Scholarship funds are available to UJ students from a variety of sources, including government grants, private funds, and tuition waivers from the university. In addition, work study programs are offered to qualified students. Application forms for tuition scholarships are available from the Dean of Students in the School Office.

CORRESPONDENCE

If you have any further questions or simply want to talk over the opportunities available to you, please feel free to contact

Professor Judith Glass
Director of the M.P.M.A. Program
University of Judaism
15600 Mulholland Drive
Los Angeles, California 90024
Telephone: 213-476-9777
213-879-4114

THE UNIVERSITY OF KANSAS

LAWRENCE, KANSAS

The School of Business, founded in 1925, offers three programs of study at the graduate level leading to the following degrees: Master of Business Administration (M.B.A.) for those who desire a general management education; Master of Science in business for those who desire to further their study in a specific area of business; and Ph.D. for those with interests in teaching and research.

PROGRAMS OF STUDY

The Master of Business Administration program is designed for graduates from areas other than business administration seeking positions with managerial responsibilities in both the public and private sectors. Although the program requires no prior college work in business, students holding degrees in business may enter the program. The M.B.A. program requires a maximum of 60 hours of graduate credit, including 43 hours of required courses and 17 hours of elective credit. A student may be waived from a required course by demonstrating that the course duplicates previous education. Exemptions from credit hours required for the degree may be granted up to a maximum of 15 credit hours, if the basis for the waiver was a course with academic performance equivalent to that required for graduate work.

The required core develops a sound understanding of the "basic sciences and techniques" which underlie the study of business and of the environment in which business operates. Emphasis is placed upon micro- and macroeconomics; individual and group behavior; quantitative tools of analysis including calculus, probability, and statistics; and both quantitative and qualitative information used for planning and evaluating operations and decision making. The student applies these concepts to the diagnosis and analysis of business problems in the areas of marketing, finance, labor relations, and operations research. The student may obtain a concentration within an area of business by electing courses which build upon his background, aptitude, and long-range interests. No thesis is required in this program.

The required courses of the M.B.A. program plus selected electives are also offered at night at The University of Kansas Regents Center in Overland Park, Kansas, to serve persons who are able to further their graduate study only on a part-time basis at night.

The combined M.B.A. and J.D. degree program merges into four years of postbaccalaureate study the three-year J.D. and the two-year M.B.A. program. This program provides an opportunity to acquire an academic foundation in the convergent fields of business and law for the student who plans to engage in corporate law practice or enter business using legal training as background. This program requires the prescribed portions of both the J.D. and M.B.A. programs and permits limited electives within each area.

The Master of Science in business program is designed for the student with an undergraduate degree in business who desires to continue studying in a specific area within business. The program requires a minimum of 30 hours and allows the student to concentrate in an area of business in considerable depth with emphasis on independent investigation. Concentrations are provided in the areas of accounting, finance, labor relations, marketing, operations research, and organization and administration.

The Ph.D. in business program is designed to prepare an individual to teach and to do research in the various business disciplines. The program objectives are to help the student develop the capacity to contribute original research, a thorough understanding of research methodology, the ability to communicate effectively, and the motivation for continuing self-education. In addition to requiring the student to specialize in an area of concentration, the program develops a broad knowledge of the principal areas of business and their interrelationships in the management function.

ADMISSION

Selection is based upon an evaluation of the applicant's demonstrated capacity to complete graduate study and potential for continued intellectual development. This appraisal considers academic performance, scores on the Graduate Management Admission Test, initiative, creative ability, and leadership. Applications completed after the following dates will be considered only as vacancies arise: for fall semester—June 1, for spring semester—October 15, for summer session—April 15.

EXPENSES

Per semester	*In state*	*Out of state*
Fees*	$ 386	$ 926
Room and board**	780	780
Books and supplies	125	125
	$1,291	$1,731

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*Subject to change in the fall semester 1981.

**Based upon dormitory rates for double occupancy.

FINANCIAL ASSISTANCE

Limited aid is available through doctoral scholarships and fellowships, teaching and research assistantships, loans, and employment in various university offices and research groups. Financial aid, except for loans, is granted primarily on the basis of scholastic achievement or potential. Applications for doctoral fellowships must be received no later than February 15 and for teaching and research assistantships no later than April 1.

PLACEMENT

The Business Placement Bureau assists graduates in obtaining suitable positions in business, industry, and government. The bureau maintains contact with a large number of business concerns and government agencies and provides facilities for recruiters to interview students.

CORRESPONDENCE

For further information concerning management programs at the University of Kansas, write or call

Director of Graduate Studies
School of Business
202 Summerfield Hall
The University of Kansas
Lawrence, Kansas 66045
Telephone: 913-864-3795

UNIVERSITY OF KENTUCKY

LEXINGTON, KENTUCKY

The University of Kentucky celebrated its centennial in 1965; the College of Business and Economics was founded in 1925. The university operates on a semester system with the first semester beginning in late August and ending before Christmas; the second semester begins in the middle of January and ends in early May. The College of Business and Economics is accredited by the American Assembly of Collegiate Schools of Business. An air-conditioned building contains all offices and classrooms and the business library. Additional facilities include the University Library which has over 1,000,000 volumes. The Computing Center operates an IBM 370/65-2 with 3 million bytes of storage which is available for research projects and a DEC-system-10 for interactive capabilities through KACNET networks. Lexington is located at the center of the famous Bluegrass region and has a population of over 200,000. It has a number of cultural and recreational facilities. Manufacturing firms in the area cooperate with the college.

PROGRAMS OF STUDY

The Master of Business Administration (M.B.A.) program is designed to enable the candidate to acquire an educational foundation for a career in business administration or professional employment in some specialized field. Specifically, the student is required to develop (1) an understanding of the analytical methods and processes of business administration, (2) a knowledge of the economics of business enterprise and the environmental setting in which business firms operate, (3) skills in using quantitative analysis in business decisions, (4) an understanding of organizational behavior, (5) the ability to solve business problems, and (6) an understanding of the functional areas of production, marketing, and finance. The program consists of 30 credit hours of graduate work above the undergraduate core (accounting, economics, statistics, finance, marketing, and management).

The M.S. in accounting offers a flexible 30-hour program in which students can undertake advanced studies in accounting, thus enhancing their opportunities for employment in professional public practice, government, industry, or teaching.

The Master of Public Administration (M.P.A.) offers a 45-hour program for administrative careers in public agencies including health care, higher education, social professions, and urban and regional development. The program includes an administrative core of economics, finance, accounting, research methodology, and political and legal environment, and a technical component in a special area of interest.

The Doctor of Business Administration (D.B.A.) is designed primarily for students interested in teaching and research. The D.B.A. focuses on administrative science and requires additional work in research methodology, economic theory, and quantitative analysis. Major fields may be selected from accounting, finance, management and organizational behavior, management science, and marketing.

ADMISSION

Admission is handled through the Admissions Office, Graduate School. Applications and required transcripts must be received at least 90 days prior to the date of enrollment. The Graduate Management Admission Test (GMAT) is required of all applicants. A student who is a graduate of a fully accredited institution of higher learning is eligible to be considered for admission. Admission to the M.B.A. program presumes minimum prerequisite course work in economics, accounting, finance, marketing, management, and calculus. Some of the prerequisite course work can be satisfied by the summer prerequisite module program. For further information on this program, students may contact the Director of Graduate Studies. Admission to the D.B.A. program presumes completion of an M.B.A. or its equivalent. Entrance into the program may be in August, January, or June.

EXPENSES

Tuition for one semester is $316 for Kentucky residents and $956 for nonresidents. A wide variety of apartments are available beginning at $150 per month. A University Housing Office supervises on-campus housing and assists in locating accommodations off campus.

FINANCIAL ASSISTANCE

Graduate students are offered financial aid through graduate fellowships, assistantships, and loans. Application for university-wide fellowships should be made to the Dean of the Graduate School by February 1. These applications will also be considered for departmental assistantships in the College of Business and Economics. Awards are $4,000. Students requesting financial aid should have taken the GMAT prior to applying. Loans are administered by the Office of Student Financial Aid.

PLACEMENT

The programs cooperate with the central University Placement Service, giving all students the opportunity to meet with any of a large number of firms that recruit on campus each year. Doctoral candidates are assisted in locating teaching positions by circularizing curriculum vitae to key institutions and by introducing candidates to prospective employers at professional meetings.

CORRESPONDENCE

For further information, please write to
Director of Graduate Studies
for Business Administration
College of Business and Economics
University of Kentucky
Lexington, Kentucky 40506

UNIVERSITY OF LOUISVILLE

LOUISVILLE, KENTUCKY

The Master of Business Administration (M.B.A.) program of the School of Business at the University of Louisville was established in 1950. Present enrollment is approximately 400 men and women. The graduate programs at the University of Louisville are administered by the individual units through the Dean of the Graduate School of the University of Louisville.

PROGRAM OF STUDY

The primary purpose of the school is to provide a program which will give the student sufficient background to achieve a responsible position in the business environment and/or to provide for a higher achievement of excellence for the businessman in his present position. Specific aims are

- to insure a basic knowledge of business and economic principles,
- to develop refined analytical and problem-solving abilities,
- to develop techniques of applying theory to actual business problems,
- to provide an understanding of the political, social, and economic environment, and to create an awareness of the responsibilities of businessmen to society,
- to instill in the students a desire for continued self-development in their education.

To qualify for admission to the M.B.A. program, an applicant must have a B.S., B.A., or a higher degree from an accredited college or university. The applicant must have completed a sufficient number of semester hours in mathematics, economics, and business subjects which the faculty considers necessary for prerequisites. However, an applicant may be admitted with the understanding that up to 18 hours of preliminary course work may be required. Students with insufficient background in mathematics will be required to complete up to six hours of college-level mathematics.

ADMISSION

Applicants are admitted on the basis of scores on the Graduate Management Admission Test (GMAT) and undergraduate grade-point standing; other nonquantitative criteria such as work experience may be considered. Applicants admitted to the program with an undergraduate point standing of 2.75 based on a 4.00 system are admitted with degree status. Applicants admitted to the program whose overall point standing is under 2.75, but who have attained a minimum point standing of 2.75 in their last two years of undergraduate work, are also admitted with degree status. Students who, for any reason, do not meet the requirements for degree status may be admitted with nondegree status. A maximum of 12 hours taken while in nondegree status may be transferred toward the degree requirements.

Students are admitted for the fall term beginning in late August, the spring term beginning in mid-January, or the summer term beginning in late May. Classes are held in the late afternoon and meet once a week. In the summer term classes are held in the late afternoon twice a week for eight weeks. Students wishing to enter the M.B.A. program should make formal application to the Admissions Office no later than 60 days prior to the beginning of the semester in which admittance is desired.

Foreign students must submit TOEFL and GMAT scores before being considered for the program.

EXPENSES

Registration fees for out-of-state students are $83 a credit hour and $31 a credit hour for residents of Kentucky.

PLACEMENT

The University of Louisville operates a Placement Office for its students, and the campus is visited by representatives of various national, regional, and local companies.

CORRESPONDENCE

For further information, write or call

M.B.A. Program
School of Business
University of Louisville
Louisville, Kentucky 40208
Telephone: 502-588-6439

UNIVERSITY OF LOWELL

LOWELL, MASSACHUSETTS

The University of Lowell was established on June 9, 1975, by the merger of Lowell State College and Lowell Technological Institute—two Massachusetts, publicly supported institutes, with roots to the 1890's. On a campus in the Merrimack Valley, situated in a city planned as the first industrial center of the United States, the university has a current enrollment of about 12,500 students. Offerings of the seven colleges—Education, Engineering, Health Professions, Liberal Arts, Music, and Pure and Applied Science—are complemented by a physical plant encompassing some 100 acres. Special facilities on the campus include the CYBER-71 Computer System and the Pinanski Nuclear Center, housing a 1-megawatt research reactor and Van de Graaff accelerator. The modern center is the only one operated by the Commonwealth of Massachusetts within its system of higher education. Programs of the Graduate School and Division of Continuing Education are widely attended by students both throughout New England and the nation.

The College of Management Science has an enrollment of 2,020, including 250 graduate students. It maintains close ties with the business community, especially through the Center for Advanced Management. Through this structure, the college sponsors programs in executive and supervisory development for interested personnel and industries in the greater Lowell community. Plans are underway to expand these operations to eastern Massachusetts involving graduate research and appropriate extensions of the M.B.A. program.

The University of Lowell is an Affirmative Action/Equal Opportunity University and does not discriminate on the basis of sex or handicap status in its educational programs, activities, or employment policies as required by Title IX of the Education Amendments of 1972 and Section 504 of the Rehabilitation Act of 1973, as amended.

PROGRAM OF STUDY

The College of Management Science offers a Master of Business Administration. The program provides graduates of baccalaureate programs with the knowledge of the basic concepts and tools of management. It seeks to develop managers of business and government organizations. An opportunity is provided for individuals to concentrate in the area of management which suits their interests and professional objectives. Emphasis is placed on the individual's ability to respond to the changing economic, business, and societal environment.

The first year is devoted to professional core courses in accounting, quantitative analysis, economics, management, marketing, and operations research. The second year offers concentrations in finance, marketing, operations, and general management. Students may select a mix of courses that reflects their professional goals. A minimum of 36 to 48 hours may be required of each candidate, but students with appropriate backgrounds may have some of the requirements waived.

Full-time students may complete the degree in two academic years. Courses will be offered at hours that will enable part-time students to complete the program in four academic years.

ADMISSION

Admission is open to individuals who have a baccalaureate degree from an accredited college or university. The Graduate Management Admission Test (GMAT) is required. Foreign students must take the Test of English as a Foreign Language. The admission decision is based primarily on a student's undergraduate grade-point average and the results of the GMAT. Applications should be returned by June 15.

EXPENSES

Tuition for the fall semester of 1980 was $425 per semester for Massachusetts residents. For nonresidents, including foreign students, tuition was $2,425 per year. In addition fees ranged from $35 to $90. Total costs for state residents approximated $3,400; for nonresidents, $5,000; and for foreign students, $6,000.

FINANCIAL ASSISTANCE

Students who need financial aid should request an application for a National Direct Student Loan from the Financial Aid Office. Teaching and research assistantships are available to full-time students. Those who wish to be considered for a fellowship or assistantship must have their application completed by February 1; no special application is needed.

PLACEMENT

The University Placement Office maintains records of all students in a placement file and arranges interviews with representatives of businesses recruiting employees. The college has established a close relationship with the business community.

CORRESPONDENCE

Inquiries should be addressed to
Dr. Domenic R. Procopio
Associate Dean of the Graduate School
University of Lowell
Lowell, Massachusetts 01854
Telephone: 617-452-5000, extension 2206

UNIVERSITY OF MAINE AT ORONO

ORONO, MAINE

The College of Business Administration is located on the main campus of the University of Maine at Orono, an attractive town of about 10,000 population. The extensive campus of over 1,100 acres is situated about a mile from the business section of Orono and approximately eight miles from Bangor, the third largest city in the state.

The College of Business Administration was established in 1965 as an autonomous college within the university. Since its establishment, the Master of Business Administration (M.B.A.) program has grown rapidly.

PROGRAM OF STUDY

The general purpose of the Master of Business Administration program at the university is the education of men and women, at the graduate level, for professional careers in business administration. The courses emphasize the development of foundational knowledge and executive skills rather than specialized functional techniques appropriate only for initial positions in business.

All classes are reserved exclusively for students who have been formally admitted to the Graduate School. Candidates for the degree must complete 30 semester hours of graduate courses with at least a B (3.0) average. Two courses, involving six semester hours of work, are required as an analytical and conceptual core. They include quantitative methods and information systems, and behavioral analysis for administrative decisions. Additionally, three courses comprising nine semester hours are required in the functional core. These include managerial accounting, financial management, and marketing management. Students who have had extensive background in any of these functional areas may be permitted to substitute a more advanced course in the same area. One course in production management is required. (If taken at the undergraduate level, an additional graduate elective must be added.) One course, management policy, is required as an integrative core. Nine (or twelve) additional hours of electives in the functional areas or other areas related to business complete the program. The present size of the program permits a close working relationship with the faculty.

ADMISSION

All applicants must present an undergraduate degree from an acceptable college or university. Applicants who have had little or no undergraduate work in business or related subjects are required to supplement their programs with appropriate undergraduate courses in business. Such students must earn or have earned, in total, the equivalent of 33 semester hours in the following areas (at least 1 course each except as indicated): accounting (2 courses required), computers and programming, economics, finance, political and social environment of business, management, marketing, and quantitative methods (course or courses must include probability, statistical inference, and advanced college mathematics).

Students who do not present acceptable total credit for all the above prerequisite courses, or their equivalents, may be given nondegree admission to allow completion of these prerequisites.

The program is designed so that students can enter in the fall, spring, or summer. Applications, together with letters of recommendation from academic and professional sources and official transcripts of all previous academic work, must be filed at least six weeks before the opening of the semester in which the candidate desires to enter.

The admissions decision is based on the total application rather than any one aspect. Consideration is given to a candidate's academic record, scores on the Graduate Management Admission Test, letters of recommendation on forms provided in the application material, work experience, and potential for leadership in business.

EXPENSES

Tuition for resident graduate students attending the regular session is $1,240 (subject to change) for the academic year. Nonresident tuition is $3,190 (subject to change) for the academic year. A graduate student dorm is reserved for single graduate students. A limited number of university apartments for married students are also available. Inquiries should be directed to the Housing Office.

FINANCIAL ASSISTANCE

M.B.A. students are eligible for tuition scholarships which are competitive and awarded on a university-wide basis. In addition, a limited number of assistantships are available. If interested, applicants should indicate this on their application. The university will assist students in securing employment in the library, residence halls, and other university-related jobs.

PLACEMENT

Job placement is handled by the Career Planning and Placement Office. More than 200 representatives from companies throughout the country interview on campus annually.

CORRESPONDENCE

For application forms, write or call
Graduate School
2 Winslow Hall
University of Maine
Orono, Maine 04469
Telephone: 207-581-7961

For additional information, write or call
Office of the Graduate Program
College of Business Administration
University of Maine
Orono, Maine 04469
Telephone: 207-581-7303

Manchester Business School

UNIVERSITY OF MANCHESTER

MANCHESTER, ENGLAND

The Manchester Business School (M.B.S.) was founded in 1965 as a result of the recommendation of a government committee, chaired by Lord Franks, that Britain should have two new business schools of top international caliber and status. The school decided that it could best meet its major objective of providing a first-class education program for young managers through the provision of a broad-based two-year Master of Business Administration (M.B.A.) program. The approach of this course would be interdisciplinary and problem based, combining good theory with excellent practice. The M.B.A. program today provides a stimulating and exciting coverage of all aspects of management but also enables course participants to follow their particular interests through specialists options. Some students take the first year of the M.B.A. course only, which leads to the University of Manchester's Diploma in Business Administration.

The school occupies an extensive new building on the university campus, with accommodation for 200 graduate students, 36 doctoral students, and up to 100 members of post-experience courses. There is a wide range of suitably equipped rooms for lectures, seminars, and syndicates and excellent library and computing facilities.

In addition to the M.B.A. program, the school provides a number of short post-experience courses. This means that members of the M.B.A. course are in continual close contact with middle and senior managers from a wide variety of industries and countries.

PROGRAMS OF STUDY

The M.B.A. course lasts for two academic years and leads to the master's degree in business administration of the University of Manchester. It is intended for able men and women in their twenties with good honor's degrees who are motivated toward a career in management or administration and who show promise of subsequent high attainment. The majority of students will have had business experience, but some are accepted directly from undergraduate studies.

After an initial term devoted to introductory studies of basic concepts in mathematics, economics, accounting, sociology, psychology, and law, there are then three main areas of study: analysis for decision and control, analysis of the business environment, and strategy and techniques for change.

In addition, all students are required to pursue in each year a special subject selected from a list covering the main functional areas of business, such as marketing, production, finance, and personnel. They are also required to write a dissertation on an approved topic.

A distinguishing feature of the school's teaching is its interdisciplinary approach, which departs from traditional groupings of subject matter and seeks to develop in the students basic skills and analytical abilities which will be applicable to any kind of management problem. In applying this method, use is made of lectures combined with discussions, small seminar or tutorial groups, case studies, business games and simulation exercises, project work, and experience in group dynamics.

The M.B.S. doctoral program implies something more than registration for a degree by thesis. Its objective is to develop teachers of management of the highest standard. Therefore, it includes requirements of competence in a number of relevant aspects, and it provides the facilities to enable candidates to meet these requirements. There are three prerequisites to embarking on the thesis work: skill in applying some of the principal methods of analysis and decision in business administration; proficiency in the relevant research methodology; and as background to the research work for a thesis, development of a description of the special area of study from which the thesis topic is to be taken, together with the relevant academic discipline(s), showing the manner in which the material will be covered. Moreover, since established business school teachers normally engage in a mixture of activities including teaching, research, and consultancy, candidates are enabled to undertake some guided practice in teaching or consulting or some combination of these. The core of the program remains, however, the research work on which the doctoral thesis is based, and on which essentially the Ph.D. is awarded.

ADMISSION

Applicants must demonstrate academic ability by having a good first degree or comparable professional qualification and a high score on the Graduate Management Admission Test. In addition, doctoral candidates should have received one year's postgraduate training related to business (for example, the first year of the school's M.B.A. course) or equivalent industrial experience.

EXPENSES

The total fees for the course in 1981-82 are expected to be around £1,500 per annum (including union fees) for British nationals, £3,000 for foreign nationals. All fees are subject to revision.

Foreign nationals and Commonwealth students who are not resident in the United Kingdom are not eligible for grants through the Manchester Business School.

PLACEMENT

Manchester Business School placement service is available to students seeking suitable jobs.

CORRESPONDENCE

For further information, write to

The Admissions Secretary
Manchester Business School
Booth Street West
Manchester, M15 6PB, England

Department of Management Sciences

UNIVERSITY OF MANCHESTER INSTITUTE OF SCIENCE AND TECHNOLOGY

MANCHESTER, ENGLAND

The Department of Management Sciences has evolved from the first Department of Industrial Administration in Britain which was established in 1918 with the support of local industrialists. It is large, by British standards, with 540 undergraduate and 100 full-time postgraduate students. The faculty exceeds 50, and there are 6 full-time professors in finance and control, industrial relations, industrial economics, marketing, management educational methods, and operations management. The department houses an International Business Research Unit which maintains a close relationship with many multinational organizations.

PROGRAMS OF STUDY

In the case of students with an exceptionally strong and relevant background, the degrees of M.Sc. and Ph.D. can be secured by a program of research. Registration directly into the doctoral program does, however, require evidence of at least one year's postgraduate research. A potential doctoral candidate, without this research experience, typically transfers his registration from that of an M.Sc. to a Ph.D. after satisfactory completion of 12 months' work. The majority of postgraduate students will, however, follow a program combining two terms of examined course work and two terms of research. Five specialized 12-month master's programs are now offered, each of which is based upon a group of staff sharing common research and teaching interests. They will appeal to applicants wishing to study a management-related topic substantially beyond the level obtained in a relevant first degree. By their nature they also provide a solid base for subsequent doctoral work. Because the fifth of these programs allows the opportunity to specialize in one of four topics, the overall picture is that a student can elect to specialize in one of the following eight areas: business economics, manpower studies, marketing, management education and organizational change, business finance, operations management, international business, and organizational psychology. Each program involves study in a number of specified units although more flexible arrangements can be considered in particular cases. The programs and associated units are

- manpower studies—industrial relations; organization, control, and productivity; industrial sociology and industrial problems; personnel policies and management practice; and a research seminar;
- marketing—analysis of the marketing environment, business policy and marketing strategy, marketing management, and research in marketing;
- management education and organizational change—individual behavior and behavioral change, methods and techniques in management education, interpersonal and inter-group behavior; behavioral change in organizations and research methodology;
- organizational psychology—the increasing complexity of modern organizations coupled with the rising interest of individuals within those organizations has generated the need for this course which is concerned with the study of human behavior in a cross section of such organizations. All students take a course in the Theory and Practice of Organizational Psychology and three other units selected from Individual Behavior and Behavioral Change; Industrial Psychology; Inter-personal, Group and Inter-group Behavior; Behavioral Change in Organizations; Pesonnel Policies and Management Practice; Creative Problem Solving together with a Research Methodology seminar; and
- management sciences—4 units are selected from 14. The choice will reflect the student's background and his desired concentration which can be business finance, business economics, or international business. Currently the units are industrial economics, financial control, investment analysis, theory of finance, managerial economics, economics of public sector organizations, international business management, economics of international business, applied statistics, management of technological innovation, operations and logistics management, production management, personnel policies and management, practice management, and the macroeconomic environment. All students also follow a research methodology course.

Candidates not satisfying the examiners may be awarded a diploma upon completion of a satisfactory project, but no diploma courses for new entrants are available. However, arrangements can be made for those overseas applicants who feel that they would welcome the opportunity of spending a period adjusting to the British educational scene to pursue individually tailored programs of study in a preliminary year. Dissertation topics, which often involve practical field research, are arranged in conjunction with an appropriate member of staff.

ADMISSION

Applicants should possess a good first degree although professionally qualified applicants are occasionally admitted subject to approval of Senate. A high GMAT score is also necessary.

EXPENSES

Fees for 1981-82 are likely to be of the order of magnitude of £2,500, in common with all British universities. It is estimated that an additional £3,000 will be required for living and other expenses.

FINANCIAL ASSISTANCE

Industrially sponsored and Research Council studentships are available, and the department is also able to provide a number of part-time teaching assistantships.

The university provides residential accommodations for around 45 percent of its 14,000 students, but early application for such accommodations is advised.

PLACEMENT

The University of Manchester Careers and Appointments Service is available to students.

CORRESPONDENCE

For further information, please contact
Postgraduate Admissions Officer
Department of Management Sciences
University of Manchester
Institute of Science and Technology
P.O. Box 88
Manchester M60 1QD, England

UNIVERSITY OF MANITOBA

WINNIPEG, MANITOBA, CANADA

The University of Manitoba is a coeducational, nondenominational, government-supported institution. Founded in 1877, it is the senior university in western Canada.

The main campus of the university, consisting of approximately 600 acres bordered on the east by the Red River, is located in the suburb of Fort Garry, approximately 6 miles from the center of the city of Winnipeg. Winnipeg has a population of some 583,000, including St. Boniface, the largest French-speaking community in Canada outside the Province of Quebec.

A graduate program in management education was established in 1967, and the Faculty of Administrative Studies offers a variety of undergraduate and graduate courses. The Master of Business Administration (M.B.A.) enrollment in the 1980-81 academic year was 96 full-time and 109 part-time students.

M.B.A. students have access to the data banks and program packages supported by the Financial Research Institute (FRI) through a DECWRITER II terminal housed in the Faculty of Administrative Studies building. Several hundred thousand data series can be instantly accessed and manipulated using FRI library programs.

The Faculty of Administrative Studies has a full-time academic staff of 68, plus a number of sessional lecturers. Undergraduate enrollment in the faculty is approximately 1,500 full-time students.

Each academic session at the University of Manitoba consists of two terms: the first term begins in September and ends in late December, and the second term begins early in January and ends late in April. A limited number of first-year M.B.A. courses are offered during the summer session and in evening session.

PROGRAM OF STUDY

The purpose of the M.B.A. program is to develop professional managers and administrators for both the private and public sectors. Consequently, the development of a broad range of conceptual, analytical, and behavioral skills relevant to organizational leadership is stressed.

The curriculum includes a broad range of integrated courses which provides a breadth of knowledge required of those desiring to become effective decision makers. The interrelationships between organization and environment are especially considered. At the same time, opportunity is provided for some degree of specialization in keeping with the candidates' aptitudes and interests.

The M.B.A. program normally requires two academic years of study. Successful entrants to the program will have a wide variety of accredited undergraduate degree backgrounds, including the social sciences, engineering, physical sciences, business administration, and others. The first year of the program is designed to provide a common base for all students and consists of 36 credit hours of course work. All courses are required except where advanced standing is granted. A variety of instructional methods are utilized—lectures, seminars, case studies, management games, and others.

The M.B.A. program has been designed to recognize the needs of students and the business community. One of the important needs is that of part-time students' studies. While the majority in the program are full-time students, a substantial number take one or two courses each term so that they may complete the first year of the program on a part-time basis. To facilitate such students, first-year courses are offered on a rotating basis in late afternoon and evening hours. Many students plan to complete the first year of the program on a part-time basis in three years and the second year as full-time students.

There are two options available in the advanced year of the M.B.A. program, one being 30 credit hours of course work and a comprehensive examination in the chosen area of specialization: accounting, finance, marketing, management, personnel/industrial relations, public policy, quantitative methods, and generalist. The second option is 18 credit hours of course work and a master's thesis. Option II is restricted to students with a strong undergraduate background in the proposed thesis area.

ADMISSION

Applications for admission to the M.B.A. program will be considered from individuals who have achieved the following:

- a bachelor's degree or its equivalent from an accredited university,
- satisfactory performance on the Graduate Management Admission Test.

Applications must be submitted by June 1 and should include three letters of reference, an official transcript of the applicant's complete academic record, an employment resume, and a brief statement of purpose. In addition, students whose native language is not English must present evidence of satisfactory performance on the Test of English as a Foreign Language (TOEFL).

EXPENSES

Tuition and student organization fees for a full-time student are $780 per year.

FINANCIAL ASSISTANCE

Financial assistance is limited and highly competitive. Most of the scholarships and fellowships available through the faculty are awarded automatically on the basis of academic excellence.

PLACEMENT

The Canada Manpower Centre Student Placement Office located on campus cooperates with the Faculty of Administrative Studies in finding suitable employment for students after graduation.

CORRESPONDENCE

Inquiries should be addressed to
Chairman
Graduate Studies Committee
Faculty of Administrative Studies
University of Manitoba
Winnipeg, Manitoba R3T 2N2
Canada

UNIVERSITY OF MARYLAND

COLLEGE PARK, MARYLAND

The University of Maryland was established in 1807. A program in business administration was begun in 1921, and the College of Business and Public Administration was organized in 1938. A separate College of Business and Management was organized in 1973 to offer a more flexible, dynamic program in management. The college is located in College Park, Maryland, a residential community about 25 minutes from downtown Washington, D.C. and about 45 minutes from downtown Baltimore. About 500 students are majoring in graduate work in business at the university.

The university is coeducational and operates on a semester plan. Both day and evening classes are conducted on the College Park campus.

PROGRAMS OF STUDY

The Master of Business Administration program is one in which emphasis is placed upon assuring an orderly comprehension of a broad field of inquiry and a ready familiarity with the central arts and skills of management. Course work is designed to develop analytical, validating, and reporting abilities relevant to business policy analysis, planning, and decision making.

Instructional methods include case analysis, seminar discussion, and decision simulation. Computer familiarization is provided. A core of 13 courses covers the strategic areas of business decision central to the firm's operation, relevant analytical methods, behavioral factors affecting the managerial task, and the environment in which business functions, especially its relationships with government. Beyond the core, a concentration may be undertaken in one of the following fields: accounting, business and public policy, finance, human resources management, international business, marketing, operations research and statistics, organizational behavior and organization theory, personnel and labor relations, and transportation and physical distribution.

Fifty-four semester hours must be completed in courses open only to graduate students, and a minimum average of B must be earned in these courses. In addition to the core courses, five courses may be taken in a major subject.

The Doctor of Business Administration (D.B.A.) program is offered for students who contemplate careers in university and college teaching and research and in professional or research positions in business and government. The program embraces a single major and two minor areas of study. These minors may include areas inside or outside of the College of Business and Management. In addition, an option involving a double major is available.

Areas available for D.B.A. concentrations include accounting, finance, marketing, management science and statistics, organizational behavior and theory, personnel and labor relations, and transportation and physical distribution. Training in research methodology is provided.

There are no foreign language requirements. However, candidates are required to become proficient in mathematics through the elementary aspects of differential and integral calculus, matrix algebra, and probability theory before undertaking related graduate work. The entire program requires approximately three years of full-time postbaccalaureate study.

The Master of Science in Business Administration program is offered to provide in-depth specialization within the management science field. This 30-credit-hour program, with both a thesis and a nonthesis option, offers majors in statistics, operations research, and information systems management.

ADMISSION

Among the factors considered in admission of a student for graduate work in business are an undergraduate record evidencing high scholastic attainment and satisfactory scores on the required Graduate Management Admission Test. Individuals who are qualified are accepted not only from the area of undergraduate business administration but also from such other areas as engineering, the sciences, the arts, and the humanities. Entering students must have a working knowledge of calculus. Students without background in a programming language will be required to complete a noncredit course offered by the university Computer Center during their first year.

EXPENSES

A matriculation fee of $15 is paid once only upon application to the Graduate School. The tuition fee is a fixed charge of $124 per credit hour for nonresident students and $79 for students who are residents in the state of Maryland. A graduate student may not carry more than 15 hours each semester.

There are many apartments adjacent to the campus for single and married graduate students. In addition, the university has apartments available for married students. Graduate students may utilize university dining hall facilities or off-campus dining facilities. Information about off-campus facilities may be obtained from the Office of the Executive Dean of Student Life.

FINANCIAL ASSISTANCE

Graduate assistantships carry stipends of at least $4,800 for the academic year. Graduate assistants aid in teaching, research, and administration of programs. They may register for 10 credit hours per semester, free of tuition. Some assistantships carrying $2,400 stipends and 5 hours of tuition waiver may also be available.

National Direct Student Loan Funds may be applied for in an amount to $1,500 per year after admission.

PLACEMENT

The university offers a placement service available to all graduates comprising a career week program twice a year, an on-campus interview program, credential services, and counseling services.

CORRESPONDENCE

For further information, write or call

Director of the Masters' Programs *or*
Director of the D.B.A. Program
College of Business and Management
University of Maryland
College Park, Maryland 20742
Telephone: 301-454-5140

UNIVERSITY OF MASSACHUSETTS

AMHERST, MASSACHUSETTS

All graduate degree programs of the School of Business Administration are fully accredited by the American Assembly of Collegiate Schools of Business. The graduate student population of the school totals approximately 200 master's degree students and 50 doctoral students. Evening master's degree programs (part-time) are offered in Pittsfield and Holyoke, Massachusetts.

Founded in 1863, the University of Massachusetts is state-supported, with a total student population on the Amherst campus of about 23,000. Amherst is within a two-hour drive of Boston and three hours from New York.

Applications for the graduate degree programs of the School of Business Administration are welcome from students holding any undergraduate degree.

PROGRAMS OF STUDY

Graduate degrees offered are the M.B.A. degree, the M.S. degree in accounting, and the Ph.D. degree.

The M.B.A. degree combines preparation in general management theory and practice with specialization in such areas as finance, accounting, marketing, personnel and industrial relations, management science, and public-sector management. Joint program arrangements also exist or may be developed individually with other professional units of the university, including engineering, education, health sciences, sports administration, and hotel, restaurant, and travel administration.

The M.B.A. degree requires the completion with a B average of 54 credits of graduate course work (a 39-credit core plus 15 credits in a specialization) and normally requires 4 regular semesters of full-time study. A final comprehensive examination (written or oral) also is required. Admission is possible only in September, with each entering class limited to approximately 100 candidates.

The M.B.A. in public management is developed to provide students with the opportunity to study the application of management skills and techniques to the nonprofit and public sectors of the economy.

The objective of the Human Resources Management (HRM) concentration is to prepare students for careers in personnel management and labor relations in private and public organizations.

Applications to the M.B.A. program are accepted equally from all areas of undergraduate study. Prerequisites to be completed prior to entering the program are limited to micro- and macroeconomics, mathematics through calculus, and statistics. (Courses in these areas are available on campus during the summer.) Regardless of undergraduate major, required core courses are waived.

The Master of Science program in accounting requires 30 approved graduate credits, provided the student has completed undergraduate requirements in business administration and accounting. Students lacking this background complete departmental undergraduate requirements in addition to the required graduate course work. Program requirements are flexible to permit career preparation in public accounting, management accounting, information systems, taxation, teaching, or other related areas.

The Doctor of Philosophy program is designed to produce scholars capable of teaching and doing research for managing organizations. During the first year, the student prepares to take qualifying examinations in behavioral science, research methodology, statistics, and economics. A program of study in a major and a minor field of concentration and a course in research preparation are completed in the second year. A comprehensive examination in the fields of concentration must be passed before proceeding with a doctoral dissertation in the third year. Each candidate also must have one year's teaching experience and a residence requirement completed prior to graduation. The Ph.D. program normally consists of 51 credit hours of course preparation and 18 credit hours for the dissertation.

ADMISSION

Important factors in the admission process are quality of past academic record, letters of recommendation, personal statement of graduate study intent and commitment, score on the Graduate Management Admission Test, and nature of accumulated life experiences. A personal interview is recommended but not required. The application deadline for September admission (all programs) is March 1 (February 1 for foreign applicants); for January admission to the Ph.D. program and the M.S. program in accounting, the deadline is October 1 (September 1 for foreign applicants). The application fee for Massachusetts residents is $10; for out-of-state residents, $25. Applications and Graduate Bulletins are obtained from the Graduate School, University of Massachusetts, Amherst, Massachusetts 01003.

EXPENSES

Tuition and fees per semester (full-time students)

Massachusetts residents	$ 475
Out-of-state residents	1,675

A few university apartments are available for married students, and a graduate dormitory is available to single students. Graduate students, however, generally find private housing in Amherst or nearby towns.

FINANCIAL ASSISTANCE

A limited number of assistantships and fellowships are available for qualified graduate students. These stipends range up to a maximum of $4,400 and may include a waiver of tuition.

PLACEMENT

Graduate students use the services of the university placement office and the in-house counseling and placement services of the school.

CORRESPONDENCE

For further information, contact

Director of Master's Program
School of Business Administration
University of Massachusetts
Amherst, Massachusetts 01003
Telephone: 413-549-4930, extension 266

UNIVERSITY OF MIAMI

CORAL GABLES, FLORIDA

The University of Miami is located in Coral Gables, a residential area adjacent to Miami which has recently become a major location for executive offices of international firms. The nearby metropolitan area has more than one million people and enjoys the cultural advantages appropriate to a city of that size. Miami has a subtropical climate with an average summer (April-September) temperature of 78° and an average winter (October-March) temperature of 69°. It is served by an international airport and seaport and by bus lines and railroads.

PROGRAMS OF STUDY

The University of Miami recognizes the deepening commitment of men and women in the professions to accept the challenges of today's organizations and to use the resources at their disposal in an effective and responsible manner. The administrative skills and abilities attained in the Master of Business Administration (M.B.A.) are designed to be applied in any organizational structure. The 36-credit professional phase of the M.B.A. includes an integrative treatment of the following subject matter streams: decision science and control, organizational and behavioral systems, policy and administration, business environment, and elective concentration.

The program in management studies (June-July-August) is an intensive one-year program for the student without a background in business.

For the students who are not qualified to enter the 36-credit phase of the M.B.A. program because they hold a bachelor's degree in a field other than business or because their educational background does not encompass current administrative knowledge, a special summer graduate program in administrative studies is offered. This program provides the student with the common body of knowledge in the areas of business and administration. The course work includes an integrative treatment of the following subject matter streams: accounting, computer applications in business, economics and finance, and marketing and management theory. This full-time day program provides a concentrated learning experience in one summer. Students receive a certificate in business administration upon completion of the course of study and then enter directly into the regular 36-credit M.B.A. program.

For the students who must take their basic core courses in the evening, special evening courses (600-level) open only to graduate students are given in the fall and spring semesters.

The length of time needed to complete the program varies according to the student's background. Full-time business students can complete the program in less than one year. Full-time nonbusiness students can complete the program in twelve and a half months.

A student may plan a program with his advisor whereby his elective courses and class projects can be directed toward a specific area such as accounting, economics, finance, health care administration, management, systems analysis, transportation, and public administration.

Master's programs are also offered in accounting, economics, systems analysis, and politics and public affairs.

ADMISSION

The Admissions Committee considers applications from men and women who hold bachelor's degrees from accredited colleges and universities. The admission decision is based upon a careful evaluation of all credentials presented by the applicant. The undergraduate record, scores on the Graduate Management Admission Test, evidence of ability and motivation to do graduate work, maturity, and leadership qualities are all considered. Foreign students must submit scores from the Test of English as a Foreign Language.

Full-time students are encouraged to apply for June admission if they have a nonbusiness background, and for late August admission if they have a business background. Part-time students may apply for late August or January admission. Deadlines for admission are April 15 for the June admission and June 30 for late August admission.

EXPENSES

For the 1980-81 year tuition was $180 a credit. On-campus housing fees ranged from $375 to $480 a semester.

FINANCIAL ASSISTANCE

Graduate assistantships are available for students in the M.B.A. program. Interested students should request an application for financial aid. Assistantships include a tuition waiver and a stipend of approximately $1,000 per semester.

PLACEMENT

The placement bureau has varied contacts and aids graduates in obtaining jobs with various organizations in all parts of the United States. Applications should be filed with the Director of Career Planning.

CORRESPONDENCE

For further information or to request an application for admission, write or call

Assistant Dean for Graduate Studies
M.B.A. Program
School of Business Administration
University of Miami
P.O. Box 248505
Coral Gables, Florida 33124
Telephone: 305-284-4960

THE UNIVERSITY OF MICHIGAN

ANN ARBOR, MICHIGAN

The University of Michigan Graduate of Business Administration is committed to preparing men and women for leadership roles in management in both private and public sectors. To meet this objective a strong program has developed which meshes highly qualified students and faculty in an environment that is dedicated to learning. In addition, the full resources of a great university are available to students in the Michigan Master of Business Administration (M.B.A.) program.

Approximately 750 students are enrolled in full-time graduate study and 650 in a part-time evening program. Activities of the school are housed in a growing complex of buildings near the center of the university campus in Ann Arbor and in additional facilities used for the evening program at the Village Plaza Study Center in Dearborn.

PROGRAMS OF STUDY

At the Michigan Graduate School of Business Administration a belief in the balance between theory and practice is reflected in the teaching style: an active mix of cases, lectures, discussions, and interaction between students and leaders from the business community.

The M.B.A. program at Michigan is designed for students interested in a broad general course of study but allows for those wishing to specialize in a particular field. The core curriculum, which fills most of the first year for all students is designed to develop critical, analytical, problem-solving, and decision-making capabilities. The areas represented by core subjects are economics, quantitative methods, financial and managerial accounting, organizational studies and human behavor, computer techniques, finance, marketing, operations management, and business policy.

In addition to completing the 10-course core curriculum, students elect courses according to their personal interests and goals for most of the second year. Ten electives complete the course requirements for the M.B.A. which total 60 semester hours. In consultation with faculty members, each student may develop a program choosing courses from the areas of specialization available. The student is encouraged to choose additional electives from the wide variety of course offerings that can strengthen understanding of the problem areas confronting the modern manager. Fields in which courses are offered include: accounting and information analysis, actuarial science, business economics and public policy, finance, insurance, international business, business law, business history, communication, marketing, organizational behavior and industrial relations, policy and control, real estate and land use economics, statistics and management science, and computer and information systems.

The M.B.A. evening program offers employed persons an educational experience that can become an important part of their career development. The outstanding faculty, the curriculum, and the teaching methods are held in common with the full-time M.B.A. program. Completion of the 20 courses needed requires 3 to 5 years at the normal rate of 1 or 2 courses per term. The program is offered at the Village Plaza Study Center in Dearborn to serve the metropolitan Detroit area and also is offered in Ann Arbor.

The Michigan doctoral program in business is characterized by demanding studies in preparation for academic positions in leading schools of business and for research-oriented pursuits in business and government. Additional information may be obtained by writing to the Director, Doctoral Studies Program.

ADMISSION

The precise content of an applicant's earlier educational program is of less concern to the Admissions Committee than evidence of sound scholarship and potential for responsible leadership in management. Prior study in business or management is not a requirement for admission. Applicants without formal course work in the principles of macroeconomics and microeconomics will be required to complete such courses as part of the degree program. Also, at least one college mathematics course is a requirement for admission. Applicants who plan to concentrate in actuarial science or in statistics and management science must have a higher level of preparation in mathematics including at least a full year of calculus.

The median age of students admitted is 25, most being between 21 and 35. About 50 percent of full-time students have 1 or more years of full-time work experience. Full-time students may enter the M.B.A. program in September of each year for an eight-month school year followed by a four-month summer period, provided for professional employment. Students return the following September for their final school year and graduate in late April or early May of the second academic year.

EXPENSES

Single students should anticipate living expenses of $3,800 per academic year plus tuition of $2,108 for residents or $4,616 for nonresidents.

FINANCIAL ASSISTANCE

Approximately 20 percent of incoming M.B.A. candidates receive scholarships awarded on the basis of need and merit in amounts ranging from a few hundred dollars to $5,000, with most covering full tuition costs. Applications should be submitted to the school through the Graduate and Professional School Financial Aid Service by February 1 for the fall term. Loans are awarded through the University Office of Financial Aid, 2011 Student Activities Building.

PLACEMENT

The school maintains its own placement office which schedules several hundred recruiting visits each year by employers from throughout the nation. Individual career counseling, summer employment interviewing, credentials service, and an active alumni placement service are also provided.

CORRESPONDENCE

For further information, write or call

Office of Admissions and Student Services
Graduate School of Business Administration
The University of Michigan
Ann Arbor, Michigan 48109
Telephone: 313-763-5796

THE UNIVERSITY OF MICHIGAN—DEARBORN

DEARBORN, MICHIGAN

The University of Michigan—Dearborn is one of the three campuses of The University of Michigan. Founded in 1959 through a gift from the Ford Motor Company, the 212-acre urban campus is located in a rural setting on the former estate of the late Henry Ford. Seven buildings including a student housing unit and the Fair Lane Conference Center provide the current facilities for an expanding full-time faculty of 200 and a student enrollment of 7,000. The campus is presently being developed to accommodate an ultimate enrollment of 9,000.

The UM—Dearborn academic units include the College of Arts, Sciences, and Letters, School of Engineering, School of Management, Division of Interdisciplinary Studies, and Division of Urban Education. The Master of Business Administration (M.B.A.) graduate program is offered by the resident graduate faculty of the School of Management. Graduate students have acess to the UM-D library and computer facilities as well as the four-million-volume university library system and university computing center.

PROGRAM OF STUDY

The M.B.A. program is offered to individuals whose achievement and aptitude match the requirements of leadership positions in modern complex organizations. The program will impart the knowledge and skill necessary both for early career success and for continued professional growth. Those who complete this program will have developed the capacity and confidence to meet the challenge of management responsibility.

The M.B.A. degree program is presented by the faculty of the School of Management at The University of Michigan-Dearborn. The M.B.A. program is designed as a "cross-over" vehicle for those whose previous college preparation lies in areas other than management or administration but whose aspirations or present responsibilities are in management. Those whose baccalaureate degree is business administration cannot be considered for admission to the M.B.A. program. Required courses in the program are offered at The University of Michigan—Dearborn during daytime and late afternoon hours of the fall, winter, and spring-summer trimesters.

Successful completion of 60 semester credit hours (or the equivalent) is required for the M.B.A. degree as follows:

	Credit hours
Required courses	48
Elective courses	12

The required core of 48 credit hours is distributed over 16 sequenced and integrated courses as follows:

	Courses
Analytical Foundations for Management	9
Functional Applications of Management	4
Management Planning, Control, and Environment	3

After admission to the M.B.A. program and on presentation of appropriate credentials, a student may seek credit up to 6 hours under these special credit provisions: management internship program, course credit by examination, and transfer credit for prior graduate work. The Management Internship Program is an optional feature of the M.B.A. program. If students choose to exercise this option, they may take up to 2 internships for which credit will not be applicable to the basic 60 hours of the M.B.A. program. The credit will be add-on only with three hours for each internship taken. The program is offered on a full- and part-time basis during the day and late afternoon hours year round. Courses are sequenced for admission in September, January, and May.

ADMISSION

Those who wish admission to the M.B.A. program should make application to the School of Management. Information and application forms may be requested from the M.B.A. Program Chairman (correspondence address given below).

In general each applicant for regular admission must have earned a bachelor's degree (in a discipline other than business or management), must have attained an acceptable score on the Graduate Management Admission Test, successfully completed a first course in calculus, and completed at least one course in computer programming. In some instances applicants deficient in certain admission requirements of the M.B.A. degree program may be granted tentative admission.

EXPENSES

Graduate fees for the academic year 1980-81 per 16-week term for Michigan residents and nonresidents:

	Resident	*Nonresident*
Full program (8 hours or over)	$582	$1,880
Six hours	448	1,436
Three hours	244	770

Books, room and board, and other expenses depend upon the student's full- or part-time enrollment and standard of living.

FINANCIAL ASSISTANCE

A limited number of scholarships and assistantships are available. Loans, part-time employment, and, of course, remunerated management internships may also provide financial assistance.

PLACEMENT

A full array of placement and career planning assistance is available from the UM—Dearborn Career Planning and Placement Office. In addition, graduate students have access to the university-wide placement facilities. Management internships and the close proximity to major national organizations in the southeastern Michigan area provide other placement opportunities.

CORRESPONDENCE

Please address all inquiries about the Master of Business Administration degree program to

M.B.A. Program Chairman
School of Management
The University of Michigan—Dearborn
4901 Evergreen Road
Dearborn, Michigan 48128
Telephone: 313-593-5460

THE UNIVERSITY OF MICHIGAN—FLINT

FLINT, MICHIGAN

The University of Michigan—Flint (UM-Flint) is one of the three campuses of The University of Michigan. From its founding in 1956, UM-Flint has represented the combined efforts of the university, the State of Michigan, and the Flint community to develop and maintain a distinguished educational program for persons of outstanding ambition, ability, and potential for leadership.

The University of Michigan—Flint serves its 4,400 full-time and part-time students on its new 42-acre campus located on the Flint River, adjacent to the central business district in Flint. In addition to use of the library and computing center on campus, graduate students have access to the university's four million volume library system and its extensive computing facilities in Ann Arbor.

The School of Management is an upper-division professional school offering programs leading to the Bachelor of Business Administration (B.B.A.) and the Master of Business Administration (M.B.A.) degrees. Established as a separate school in 1975, its faculty members have had extensive experience in working with business and with government and in teaching management programs.

PROGRAM OF STUDY

The School of Management offers a part-time M.B.A. program directed toward those individuals who have distinguished themselves in their previous college studies, and who have, or who soon may have, responsible positions in management. The program is a balanced one providing both an in-depth coverage of the basic disciplines and skills underlying management decisions as well as of the functional areas of management. In this way it provides a solid background for general management. To this foundation has been added a concentration in operations management designed to assist those with responsibilities for managing functional operations in manufacturing organizations and in service organizations such as health, financial, and not-for-profit institutions. The M.B.A. program will provide the candidate with both close support for his or her next 10 years in management and also a solid background for higher levels of responsibility which may be assumed thereafter.

The three-year program is unlike typical evening offerings in that an entering group will stay together throughout the program. In this way the student can profit not only by a close relationship to the faculty, but also through extended association with other managers. Every effort is used to make this interaction an effective learning experience.

The M.B.A. program requires 33 calendar months to complete the 16 course sequence (48 semester hours). Students take 16 hours of work each of 3 academic years. The academic year begins in early September and ends in late June.

The M.B.A. program is designed to educate individuals to think effectively about solutions for management problems. Its emphasis is on learning and applying the principles of problem-solving which lead to effective decision making. Emphasis is also given to developing skills and techniques required in implementing decisions, in "making it happen."

ADMISSION

The program is designed for participants who show high promise as managers. Suitability of a candidate for the M.B.A. program will be based on a review of

- job experience as indicated through a resume,
- prior educational background,
- scores on the Graduate Management Admission Test (GMAT), and
- letters of recommendation.

An interview may be requested if it appears useful to either the applicant or the admission committee.

Every effort is made to balance the composition of the class so that participants will be exposed to a range of points of view. Participants will be drawn from diverse organizations so that they may learn from exposure to others coming from different organizational settings.

Participants are expected to have differing levels of preparation. It is desirable to have some background in economics, statistics, mathematics, accounting, and computer use. Only college mathematics is required for entrance. Although no specific course is required, an exposure to calculus and/or matrix algebra is helpful. Those with serious deficiences will be asked to correct them before admission to the program.

Participants are admitted for the fall term beginning in early September and for the winter term beginning in early January. Completed applications should be submitted by July 1 for the fall term and by November 1 for winter term.

EXPENSES

The tuition rate for the 1981 spring and summer terms is $86.50 per credit hour. This fee includes campus parking but does not include textbooks, supplies, or other expenses. Part-time students typically register for six or seven semester hours. The one-time application fee is $15.

FINANCIAL ASSISTANCE

A limited number of partial tuition scholarships are available to persons of exceptional ability who might otherwise be unable to attend. Also, student loans under various loan programs are available to persons who qualify.

PLACEMENT

Placement assistance provided by the university's Counseling Center includes career guidance, information on job market trends, resume writing, interviewing skills, job listings, and on-campus interviews.

CORRESPONDENCE

For further information, write or call

M.B.A. Director
School of Management
The University of Michigan—Flint
Flint, Michigan 48503
Telephone: 313-762-3160

UNIVERSITY OF MINNESOTA

MINNEAPOLIS, MINNESOTA

Founded in 1851, the University of Minnesota is located in the center of the Minneapolis and St. Paul metropolitan area. The College of Business Administration was established in 1919, and master's and Ph.D. degrees have been offered since its inception. Some 800 master's candidates and 85 doctoral candidates are now enrolled.

PROGRAMS OF STUDY

The Master of Business Administration (M.B.A.) degree program prepares students for rewarding positions of responsibility in the business world and increasingly in the nonprofit sector. The M.B.A. degree program requires as prerequisites an undergraduate degree in any field, plus introductory courses in microeconomics and calculus or finite mathematics.

The M.B.A. program consists of a regular program of 74 credits for students without prior education in business administration and an accelerated program of 50 credits for students with a business undergraduate degree. The regular and accelerated programs are offered in both the full-time day and the part-time evening M.B.A. programs. The regular M.B.A. program consists of a group of core courses in the first year followed by a concentration in one area and a sequence of three required courses in the second year. The regular M.B.A. requires the following graduate courses: MBA 8005, Computer Access and Programming for Business Analysis; MBA 8010, Management and Organizational Behavior; MBA 8015, Human Resources Management; MBA 8020, Business Statistics, Sources, Presentation, and Analysis; MBA 8025, Decision Sciences and Information Systems; MBA 8030, Financial Accounting; MBA 8035, Managerial Economics and Accounting; MBA 8040, Financial Management; MBA 8045, Marketing Management; MBA 8050, Operations Management; MBA 8055, Business, Government, and Macroeconomics; MBA 8060, Strategy and Policy; MBA 8065, Field Project; plus six elective courses totaling 24 credits. The full-time regular program takes two years to complete and begins fall quarter each year.

Part-time evening regular program students who take two courses per quarter may complete the program in nine quarters.

The accelerated program consists of an introductory quarter that complements the student's background followed by a concentration in one area and a sequence of three required courses. It requires 13 courses to be completed: 3 of the following 6: MBA 8015, MBA 8025, MBA 8035, MBA 8040, MBA 8045, MBA 8050, MBA 8005, MBA 8055, MBA 8060, MBA 8065, and six elective courses totaling 24 credits. In the day program, which is full-time, this is a four-quarter program (summer-fall-winter-spring).

Part-time evening students, who register for two courses per quarter, may complete the program in six quarters.

Each day and part-time student must select an area of concentration at the time of application for admission. The concentrations are accounting, advertising management, *auditing, business, government and society, *consumer affairs, *finance, *general management, insurance, line management, *management support systems, *management information systems, *managerial accounting, *marketing management, marketing research, *operations management, organizational leadership, quantitative analysis, transportation and business logistics. Concentrations with an asterisk are those available to part-time evening M.B.A. students.

Two projects are required for the M.B.A. degree (these are called Plan B projects). A Plan B project is a written report, comparable in quality to a master's thesis, but of reduced length. One project is part of MBA 8065, Field Project (day student) or MBA 8070, Problem Formulation and Decision Making (for part-time evening students). This project enables students to work on problems of actual organizations. A second independent project must be completed in a course within the student's area of concentration.

The Ph.D. in business administration is designed for students contemplating careers in university teaching and research and professional positions in business and government. Each Ph.D. student develops a program of study that reflects his or her interests, background, and special abilities.

ADMISSION

Admission for the M.B.A. will be based primarily on three factors: an applicant's aptitude for graduate work in business administration, the quality of prior academic experience, and a statement of career goals. Managerial or administrative work experience is given positive weight. Applicants are encouraged to apply four to six months in advance of the quarter they wish to enter. Students should take the GMAT early and not wait until the test administration immediately preceding the quarter in which they wish to enter.

EXPENSES

Estimated expenses, per quarter:

Resident tuition	$ 40.70
Nonresident tuition, per credit	112.20
Room and board	600.00-650.00
Books	150.00
Incidental fee	68.40
Evening M.B.A. (E.M.B.A.)	49.50

FINANCIAL ASSISTANCE

Teaching assistantships are available to students in all graduate programs with a stipend of $3,100 for a nine-month, one-quarter-time appointment. Graduate fellowships are available each year to outstanding students.

PLACEMENT

Services of a full-time placement office are available to graduate students. Several hundred companies from all sections of the United States send representatives to visit the school.

CORRESPONDENCE

For further information, write or call
Graduate School of Business Administration
334 Business Administration Building
University of Minnesota
271 19th Avenue South
Minneapolis, Minnesota 55455
Telephone: 612-373-5505

UNIVERSITY OF MINNESOTA DULUTH

DULUTH, MINNESOTA

Established in 1947, the University of Minnesota Duluth has several colleges and schools, including the College of Letters and Science, the School of Business and Economics, the School of Medicine, the College of Education, the School of Fine Arts, and the School of Social Development. The Duluth campus is an integral part of the University of Minnesota, and the Master of Business Administration (M.B.A.) program on the Duluth campus is under the direction of the University of Minnesota Graduate School.

PROGRAM OF STUDY

The Master of Business Administration program is intended for the person who desires to build competence in administration. It is directed to the improvement of ability in analyzing and solving problems and to the understanding of the nature and management of organizations.

The Master of Business Administration program requires the completion of the minimum of 45 quarter credits of graduate courses. These courses include an integrated core of required courses totaling 27 quarter credits, 9 credits in electives, 3 credits in research methodology, and 6 credits in management research. The program requires the research project which includes the submission of a written report and oral defense of the project. A related research project requirement is that students must complete research methodology and management research courses.

Students who have had limited or no undergraduate course work in business administration are required to take prerequisite courses in accounting, legal environment, management, management science, finance, marketing, and economics.

The M.B.A. courses are offered in the evening and at other special hours during the academic year. A variety of instructional methods are utilized: lectures, seminars, case studies, role playing, and guest speakers.

ADMISSION

To be considered for admission to the M.B.A. program an applicant must have a bachelor's degree from a recognized college or university, must take the Graduate Management Admission Test (GMAT), and must submit a completed application to the Assistant Dean of the Graduate School of the University of Minnesota, Duluth, Duluth, Minnesota 55812, at least three weeks prior to the beginning of an academic quarter. The bachelor's degree may be in any subject field, such as engineering, education, the social sciences, business, the arts, or others.

Application for admission should be made as early as possible because the size of each class is limited to approximately 35 a year. The applicant's previous academic record and GMAT score are the two principal criteria used in making admission decisions.

Application forms for admission to the Graduate School may be secured from the Assistant Dean, Graduate School, University of Minnesota Duluth, Duluth, Minnesota 55812, or Director, M.B.A. Program, School of Business and Economics, University of Minnesota Duluth, Duluth, Minnesota 55812.

EXPENSES

Tuition for both resident and nonresident per quarter is $40.75 per credit. Room and board ranges from $800 to $900 per quarter, and cost of textbooks is comparable to other institutions.

FINANCIAL ASSISTANCE

A few graduate assistantships, which may involve research and teaching, are available. The amount of stipend is $5,454 for a nine-month, one half-time appointment.

PLACEMENT

Services of a full-time placement office are available to graduate students.

CORRESPONDENCE

For further information, please write or call

Director, M.B.A. Program
School of Business and Economics
109 Social Science Building
University of Minnesota Duluth
Duluth, Minnesota 55812
Telephone: 218-726-7281

UNIVERSITY OF MISSISSIPPI

UNIVERSITY, MISSISSIPPI

The University of Mississippi was founded in 1848 and its School of Business Administration in 1917. The first degree of Master of Business Administration (M.B.A.) was awarded in 1946, and the first degree of Doctor of Philosophy in business was granted in 1964. The School of Business Administration has some 2,300 students in its undergraduate programs and 115 students in its graduate programs. Housing the school, its teaching departments, and the Bureau of Business and Economics Research is a modern building designed with several unique features to facilitate various methods of teaching.

PROGRAMS OF STUDY

The Master of Business Administration degree is offered for students of varied academic backgrounds who desire to prepare themselves for managerial careers or further study.

For students who hold a degree from the School of Business Administration at the University of Mississippi or a similar degree from another institution, the following courses are required to complete the M.B.A.: Profit Planning and Control, Managerial Economics, Methods of Mathematical Analysis or Statistical Methods for Business and Economics, Operations Research, Financial Management, Theory of Organizations, Administrative Policy, Advanced Marketing; research seminar; and six hours of electives.

For students who do not hold a degree from this school or a similar degree from another institution, the foregoing courses are still required for the M.B.A., but prerequisites must be completed in accountancy, economics, finance, data processing, statistics, business law, operations management, and marketing.

The Doctor of Philosophy degree in business administration is offered to students who have met the requirements of the Master of Business Administration degree and who wish to prepare themselves for outstanding work in research or teaching. Each candidate for a doctoral degree is given a preliminary examination to determine his background, interests, and qualifications. Then, an individual program of study is set forth to guide the candidate in completing degree requirements.

These degree requirements include 30 hours of graduate-level courses, proficiency in two modern foreign languages (proficiency in quantitative methods may be substituted for one of the languages), and the dissertation. The dissertation and the major course work (at least 12 hours) must be in one field, and not more than 12 hours may be concentrated in any other field. Ordinarily, three minor fields are selected. Courses may be elected in fields such as economics, mathematics, and psychology.

ADMISSION

Qualified students who have completed requirements for the baccalaureate degree in an institution that is a member of a recognized accrediting association are eligible for admission to Graduate School at the University of Mississippi. All applicants to advanced-degree programs in business administration should have an undergraduate average of at least 2.5 (A = 4; B = 3; C = 2; D = 1; F = 0) and a total score of 450 or more on the Graduate Management Admission Test (GMAT). Admission forms may be obtained from the Registrar or the Dean, and the closing date for receiving admission applications is 20 days prior to the beginning of any term.

EXPENSES

Tuition is $477.00 a semester for residents of Mississippi and $902.00 for nonresidents. Miscellaneous fees and cost of textbooks are comparable to those in other institutions. Room rent for single students in dormitories is $362.50 a semester for men and $374.50 a semester for women. Apartments owned by the university are available for married students at reasonable costs. Food in the university cafeteria is estimated at approximately $360 per semester. Estimated total expenses for an academic year are $3,000 plus nonresident fees of $902.00 if applicable.

FINANCIAL ASSISTANCE

There are many fellowships, loans, scholarships, and other financial aids available to graduate students. Interested students should communicate with the Dean for detailed information.

University nonservice fellowships, with a value of $3,000 for the academic year plus $600 during the summer, are awarded each year to a limited number of outstanding graduate students at the University of Mississippi. In addition to the stipend, these fellowships provide for remission of nonresident fees, and no teaching or research services are required of the recipients.

Graduate assistantships are available to most advanced business students if they can show a definite need for assistance and if they are not eligible for other means of support. These assistantships may involve research or teaching, and they carry stipends up to $4,800, plus remission of nonresident fees.

PLACEMENT

Through its Department of Placement, the University of Mississippi offers assistance, without charge, to its students and alumni in finding suitable employment. This department, with which the School of Business Administration cooperates in an aggressive and expanding program of placement, provides an extensive schedule of employment interviews throughout the academic year.

CORRESPONDENCE

For further information, please write to

Associate Dean
School of Business Administration
University of Mississippi
University, Mississippi 38677

UNIVERSITY OF MISSOURI—COLUMBIA

COLUMBIA, MISSOURI

The University of Missouri—Columbia (UMC) is the oldest state university west of the Mississippi River and largest of the four campuses of the University of Missouri. With a total enrollment of about 50,000 students, the University of Missouri ranks high in the top 15 in enrollment among accredited higher-learning institutions in the United States. Approximately 24,000 of these students are enrolled at the Columbia campus of the University of Missouri.

The College of Business and Public Administration, which was established in 1914 as a senior professional school, offers a variety of curricula placing emphasis upon educating students for their growing responsibilities in business, government, and society as a whole. Situated in Middlebush Hall, with 64,000 square feet of floor space, the college is located in the heart of the Columbia campus. The "U"-shaped structure has an auditorium and classroom space to accommodate approximately 2,400 students. In addition to classroom and office space, there is a remote job entry terminal to the university computer network which operates an Amdahl 470/V7 and an IBM 3031 processor. Ellis Library, which contains more than 1,929,232 volumes and 20,000 periodicals, and the Memorial Union are both located less than a block away.

PROGRAMS OF STUDY

The Master of Business Administration (M.B.A.) program, offered through the School of Business, is designed for superior students whose primary interest is preparation for managerial careers in business. At the same time, it provides a strong educational background for persons who plan to continue their academic training in preparation for teaching and research.

The M.B.A. program emphasizes broad problems confronting administrators of business enterprises, mastery of tools and analysis, and the cultivation of judgment required for sound decision making and competent management. Although the essential unity of all business operations within the economic, social, and political environment is stressed, opportunity exists for concentration.

The program is open to applicants who hold a baccalaureate or equivalent degree in any discipline from an accredited college or university. It is essentially a two-year program; however, first-year courses may be waived if a student has satisfactorily completed equivalent course work. Consequently, the total semester hours required for the M.B.A. may vary from a minimum of 30 to a maximum of 54 hours. Approximately two-thirds of those students currently enrolled in the M.B.A. program hold bachelor's degrees in disciplines other than business administration, accounting, or economics. A thesis is not required.

The School of Accountancy offers two master's degrees—a Master of Arts and a Master of Science. The M.A. in accountancy is designed for students with undergraduate degrees in business or accountancy who wish to prepare more fully for professional careers in accounting. Completion of the degree requires approximately one year.

The Master of Science in accountancy is a two-year professional degree designed primarily for individuals who have completed undergraduate degrees in specializations other than accounting. The first year consists of foundation courses, while the second-year courses cover the technical requirements of the professional accountant or accounting-oriented manager. A thesis is not required.

The Master of Science degree in public administration offered through the Department of Public Administration provides professional education in preparation for administrative careers in the public service. The degree normally can be completed in two years, with a summer internship between the first and second years. The first year is devoted to foundation courses, while the second year gives students an opportunity to specialize in selected areas.

The college offers Ph.D. degrees in business administration and accountancy. The Doctor of Philosophy in business administration is designed to provide (1) a broad understanding of the major areas of business; the role of the business manager as analyst, planner, and decision maker; and the mutual dependence between the firm and its environment; (2) intensive preparation for teaching in a specialized area at the college or university level; and (3) competence for original and meaningful research.

The program for the degree of Doctor of Philosophy in accountancy is designed to prepare students for research, college teaching, or other advanced professional careers in accounting. This program consists of (1) a course of study, (2) practical experience in teaching and research, (3) examination covering accumulated knowledge in a major and two supporting fields, and (4) demonstration of research and writing ability by completing a doctoral dissertation on an approved research topic.

ADMISSION

Applicants to all programs must submit official transcripts of previous undergraduate and graduate work. To be considered for admission to business administration and accountancy programs, applicants must submit scores from the Graduate Management Admission Test. Applicants to the public administration program must submit scores from the Graduate Record Examinations.

EXPENSES

Semester expenses for tuition and incidental fees for full-time students are $426 for in-state students and $1,278 for out-of-state students.

FINANCIAL ASSISTANCE

Teaching and research assistantships range from $2,400 for master's candidates to $5,200 for Ph.D. candidates. Out-of-state tuition is waived for individuals on assistantships. University and National Direct Student Loans are available.

PLACEMENT

The Placement Office of the College of Business and Public Administration is visited by more than 350 business, accountancy, and government employers each year.

CORRESPONDENCE

For additional information, write or call the director of the program concerned

College of Business and Public Administration
University of Missouri—Columbia
Columbia, Missouri 65211
Telephone: 314-882-7572

UNIVERSITY OF MISSOURI—KANSAS CITY

KANSAS CITY, MISSOURI

Prior to 1953, business education at the University of Missouri—Kansas City (formerly the University of Kansas City) was conducted in the Department of Economics. In that year, a School of Business and Public Administration was established. In 1968, the name was changed to School of Administration to reflect the breadth of the programs more accurately.

The purpose of the Master of Business Administration (M.B.A.) degree program is to develop qualified business administrators for positions of management responsibility in a changing society. The general administration courses that are required of every candidate stress the substantive knowledge and skills necessary for a professional administrator in dealing with the organization as a social-technical system comprised of individuals, groups, and other subunits. The business functional courses develop the specialized knowledge and skills necessary for the economic maintenance and growth of the organization. In addition to these goals, the program stresses the social and public responsibilities of the businessman. The program utilizes a number of special educational procedures, including the case method, seminars, T-group laboratories, simulation of business operation, and individual research.

The Master of Business Administration is designed to prepare students holding bachelor's degrees in the arts, sciences, engineering, or business administration for professional careers in business administration. To accomplish this objective, the program is organized to maximize the development of practicing administrators and is considered terminal. However, sufficient flexibility exists in the curriculum to allow a student to transfer with reasonable ease to doctoral work emphasizing the research and teaching of administration.

PROGRAM OF STUDY

Students are required to complete 30 to 60 hours of graduate study, with the total depending on the student's undergraduate preparation. The normal full-time course load is 12 hours per semester. A thesis is not required but may be permitted with faculty approval. The curriculum for the M.B.A. contains two stages.

Stage I consists of 30 credit hours, including the basic core requirements of the American Assembly of Collegiate Schools of Business, and is designed to develop the student's command of basic analytical tools and research skills, establish an understanding of the broader socioeconomic-cultural framework within which business behavior occurs, and insure that the student acquires an adequate understanding of business operations. Stage II includes five required breadth courses, three or more courses in an area of specialization, and electives to complete a minimum of 30 hours.

Concentrations are currently available in finance, banking, labor relations, marketing, organizational behavior, policy and planning, quantitative analysis, and accounting.

Classes are offered mainly on an evening basis (although some day classes are offered), and a degree can be earned by attending evening classes only.

ADMISSION

Satisfactory completion of the Graduate Management Admission Test (GMAT) is a prerequisite to admission to the M.B.A. program. Students may be admitted for graduate study in business by achieving a total of at least 950 points based on the formula: 200 × undergraduate grade-point average (4.0) system + GMAT total score; or at least 1000 points based on the formula: 200 × upper-division grade-point average (4.0) system + GMAT total score.

An applicant who has been out of school for four years or more and who does not satisfy the above criteria may petition the Graduate Committee for permission to enroll as a postbachelor student in a limited number of undergraduate courses. Such work shall not be counted for graduate credit. Upon satisfactory completion of such courses, and having attained a satisfactory score on the GMAT, the student may submit his record as evidence of ability to engage in graduate work. Such action does not obligate the school to admit the student to graduate study.

Applications must be received by the Admissions Office at least four weeks prior to the beginning of the semester.

EXPENSES

Incidental fee, per semester	
Less than 12 hours, per hour	$ 35.50
Student center and activity fee (nonrefundable)	
Ten or more credit hours	41.00
Less than 10 hours, per hour	4.10
Out-of-state tuition fee (in addition to incidental fee)	
Twelve or more semester hours	852.00
Nine semester hours	426.00
Eight semester hours	284.00
Seven semester hours	142.00

Fees are subject to change.

FINANCIAL ASSISTANCE

The school offers students financial assistance in various forms, including scholarships, fellowships, and research assistantships. All scholarships and fellowships are awarded on the basis of scholastic merit. Loans are made to students in good standing on the basis of need. Applications should be submitted by March 1.

PLACEMENT

The School of Administration cooperates with the UMKC Placement Office, business firms, the U.S. Civil Service Commission, and various local associations and institutions in providing information and introductions for graduates seeking employment.

CORRESPONDENCE

For further information, please write or call

Academic Advising Office
School of Administration
University of Missouri—Kansas City
5100 Rockhill Road
Kansas City, Missouri 64110
Telephone: 816-276-2215

UNIVERSITY OF MISSOURI—ST. LOUIS

ST. LOUIS, MISSOURI

The University of Missouri—St. Louis was established in 1963 as one of the four autonomous campuses of the University of Missouri system. The School of Business Administration was formed as an independent academic division in 1967 and began to offer a course of study leading to the Master of Business Administration (M.B.A.) degree in the fall of 1969. Initially, this graduate offering was directed toward the needs of the part-time evening student, although a full-time program began with the fall semester of 1971. The M.B.A. program is fully accredited by the American Assembly of Collegiate Schools of Business.

PROGRAM OF STUDY

The Master of Business Administration degree program at the university provides a terminal professional management education. It is designed for those holding a four-year baccalaureate degree or its equivalent from accredited institutions, including those whose undergraduate education is in the sciences, humanities, or the arts.

The course of study provides exposure to the fundamental areas of management education in a 60-semester-hour or two-year program. There is no thesis requirement.

The core curriculum of the program is designed to teach basic concepts and interrelationships of four broad categories of management training: (1) the external legal, economic, and political environment confronting organizations and the problems various organizations face in operating within their environment; (2) the internal environment of various organizations and complexities of human behavior; (3) the broad functional facets of organizations including terminology, concepts, and interrelationship among accounting, financial, marketing, production, and economic aspects; (4) the introduction of increasingly important quantitative decision models and the role of the computer and the development of its facility for appraising information of a factual or quasifactual nature. The total degree program is concluded by a course in policy formulation and administration.

The following basic courses or their equivalent are required of all degree candidates:

	Hours
Financial Accounting Theory and Practice	3
Managerial Economic Analysis	3
Analysis of National Economic Environment	3
Public Policies toward Business	3
Financial Management	3
Administrative Processes	3
Contemporary Marketing Concepts	3
Computer Programming and Applications	3
Statistical Analysis for Management Decisions	3
Operations Research Methods	3
Policy Formulation and Administration	3
	33

Students are required to take at least three of the following required second-level courses:

Concepts in Management Accounting	3
Advanced Financial Management	3
Organization Theory and Group Behavior	3
Marketing Planning and Strategy	3
Production and Operations Management	3
	9
Electives	18
Total M.B.A. program	60

The 18 elective hours may be selected to allow for a modest degree of specialization. However, no more than 9 hours beyond the required courses may be selected in one specialized area. Nine of the elective hours may be taken outside of the School of Business Administration.

The general requirements for the M.B.A. program are as follows:

- no student may be graduated with fewer than 39 hours of graduate work, 30 of which must be taken while enrolled as an M.B.A. candidate at the University of Missouri—St. Louis;
- each graduate candidate will be required to take a course in each of the areas of accounting, finance, marketing, management, and quantitative management science.

Degree candidates who have had prior education in the field of business administration may, on the basis of transcript evaluation, be excused from courses normally required of candidates with nonbusiness backgrounds.

Each student will be required to have the equivalent of survey calculus or finite mathematics at the time of admission or will be required to begin work toward this competence during the first semester (15 hours) of graduate work.

ADMISSION

To be eligible for admission, the student must hold a baccalaureate degree from an accredited college and must show high promise of academic success, as indicated by undergraduate grade-point average, scores on the Graduate Management Admission Test, and rank in class.

EXPENSES

The fee for a resident of the state of Missouri is $35.50 per credit hour with a maximum charge per semester of $426. A nonresident taking more than 7 hours is subject to a fee ranging from $142 to $852 per semester for students taking 12 hours or more.

PLACEMENT

The services of the Career Planning and Placement Office are available to all graduate students and alumni. Representatives from numerous regional and national firms and governmental agencies visit the university each year to interview candidates for jobs in all sections of the country.

CORRESPONDENCE

An application for admission may be obtained by writing
Graduate Admissions
University of Missouri—St. Louis
8001 Natural Bridge Road
St. Louis, Missouri 63121

For additional information, write or call
Office of the Director of Graduate Studies in Business
School of Business Administration
Telephone: 314-553-5885

UNIVERSITY OF MONTANA

MISSOULA, MONTANA

The University of Montana is the major university in the state, with a student body of 8,500. The School of Business Administration was founded in 1918 and is the largest professional school of the University of Montana. The school is located on the main campus of the university near the computer facility. The Bureau of Business and Economic Research is under the administrative jurisdiction of the School of Business Administration and provides services for faculty and graduate student research.

PROGRAM OF STUDY

The Master of Business Administration (M.B.A.) program leads to the professional management degree. The curriculum is composed of preprofessional and professional parts. Students without extensive experience or undergraduate work in business will be expected to enter a three-quarter preprofessional program. The preprofessional program includes course work in both tool and functional areas and is designed to provide the "common body of knowledge" needed prior to entering the professional part of the M.B.A. program.

		Quarter Credit Hours
ECON 211, 212, 213	Economic Theory	9
BA 201, 202, 301	Accounting	9
BA 322	Financial Management	3
BA 340	Principles of Management	3
BA 341	Production Management	3
BA 342	Human Behavior in Organiz.	3
BA 250, 351	Statistics	7
BA 357	Legal Environment	3
BA 360	Marketing Management	3
CS 101, BA 370	Information Systems	7
Total		50

Previous appropriate academic course work or applicable experience may be substituted for any (or all) of the courses in the preprofessional program.

The M.B.A. professional (second-year) program has two parts: the first is a block of 12 required courses and the second is the completion of an option. All M.B.A. students will complete the following required courses:

	Quarter Credit Hours
BA 605 Administrative Accounting Controls	3
BA 630 Research Methods	3
BA 642 Human Resource Management	3
BA 646 Advanced Management Problems	3
BA 650 Quantitative Analysis	3
BA 660 Problems in Marketing Management	3
BA 680 Business and Its Environment	3
BA 681 Problems in Financial Management	3
BA 685 International Aspects of Business	3
BA 690-692 Graduate Seminars	9
Total	36

Two options are available for completion of the Master of Business Administration, in addition to the required core:

- *professional paper option*—a professional paper for a minimum of 5 credits, plus elective courses, is required in addition to the 36 hours of core courses. (The total requirement is 45 credit hours for the professional paper option);
- *elective course work option*—12 credit hours of approved elective courses are required in addition to the 36 hours of core courses, for a total of 48 credit hours (No more than 6 credits of the 48 may be in 300/400-level courses).

ADMISSION

Students admitted to the Graduate School must hold a bachelor's degree from a regionally accredited college or university. Admission to graduate study in business administration requires evidence of ability and aptitude based on undergraduate scholastic performance and scores on the Graduate Management Admission Test.

EXPENSES

Estimated expenses, per quarter:

Fees (resident)	$ 219
Board and room	600
Books and supplies	200
Total, Montana resident	$1,019
Fees (nonresident)	$ 665

FINANCIAL ASSISTANCE

A number of graduate assistantships and fellowships are available each year including nine-month stipends of $3,050 and the remission of most fees. In some instances, part-time instructorships are awarded to exceptional students with remuneration related to teaching load. Various loan funds and a limited number of waivers of nonresident fees are also available to eligible applicants. Occasionally, privately endowed or federal research grants are awarded to graduate students in connection with the research for their professional papers.

PLACEMENT

Representatives from numerous national and regional firms and government agencies visit the Career Planning and Placement Services annually to interview qualified graduates for various types of positions.

CORRESPONDENCE

For additional information or to request an application for admission, write or call

Director of Graduate Studies
School of Business Administration
University of Montana
Missoula, Montana 59812
Telephone: 406-243-4831

Instituto de Estudios Superiores de la Empresa (IESE)

UNIVERSITY OF NAVARRA

BARCELONA, SPAIN

Instituto de Estudios Superiores de la Empresa (IESE), founded in 1958 and located in Barcelona, is the Graduate School of Business Administration of the University of Navarra whose main campus is in Pamplona. In addition to the bilingual (English-Spanish) Master of Business Administration (M.B.A.) to be described, IESE offers a Spanish M.B.A. section (called M.E.D.), a doctoral program, management development programs through Spain and in various other countries, and a continuing education program for its alumni. Both IESE's Spanish M.B.A. and doctoral programs are the oldest in Europe. The bilingual M.B.A. was first offered in 1980. Since IESE's foundation, members of the Harvard Business School faculty have collaborated, forming part of IESE's M.B.A. Supervisory Council. M.B.A. students number about 300, or about 150 per academic year. In the first year there are three sections, one taught in English and two in Spanish. In the second year, English-speaking students—after formal language training for 12 months and 3-months work on a project in a Spanish company between the 2 academic years—are expected to be able to follow course work in Spanish or English, as offered at the choice of the instructors.

PROGRAM OF STUDY

The bilingual M.B.A. program is a full-time study of 21 months starting in September of each year. Its aim is to prepare tomorrow's managers to lead businesses and other organizations successfully within an increasingly complex environment. The program is based on the premise that a successful manager needs more than sheer knowledge and a great willingness to act. To obtain the desired results a manager has to be good at the analytical level, have interpersonal skills since he works through colleagues and subordinates, and possess the emotional competence to accept full responsibility and to take tough decisions; he has to make sound judgments about specific situations and the people involved in them.

To develop such essential management skills, the M.B.A. program relies on three basic elements:

- A structured first academic year (nine months divided into three quarters) that strongly focuses on the functional areas of a business organization
- A practical project to be carried out in a company, closely associated with IESE, during the three-month summer term, under the double supervision of a faculty member and a manager of the company sponsoring the project
- A diversified second academic year (nine months divided into two semesters) composed mainly of elective courses, where the student can concentrate on his or her principal areas of interest. Many of the courses strongly accent the policy aspects of any business problem

During the second year about 20 percent to 30 percent of the students will spend one term studying at foreign centers. Exchange arrangements exist with outstanding business schools in North America and Europe.

Three further elements contribute to the program's distinctive character:

- Its unique international orientation, facilitated by the program's bilingual format, results in graduates who speak with a working level of fluency the two most important western business languages and who are thoroughly at home in the cultures which these languages represent. As a consequence, graduates from IESE are in demand from multinational corporations.
- IESE is heavily committed to active pedagogic methods, especially the case method.
- The learning process works at different levels (individual, group, and full class) but is always closely supervised by a member of the faculty (tutorial system). The participants form study groups, heterogeneous by design, to facilitate the exchange of points of view, of experience, and of knowledge. The groups meet daily, after individual study, to discuss the cases that will be subsequently analyzed in the general sessions.

ADMISSION

Prerequisite is a completed university study or its equivalent. Further requirements are: completed application form; transcripts of university grades; copy of the degree, title, or diploma; Graduate Management Admission Test (GMAT); Test of English as a Foreign Language (TOEFL) unless the candidate's mother tongue is English or a sufficient command of English is evident from other sources or facts; three recommendations. An interview is desirable but not obligatory; the same is true for meaningful previous work experience. IESE is looking for students who are highly motivated to become successful leaders in internationally oriented organizations.

EXPENSES

Tuition, including registration fee and all educational materials (books, cases, etc.) came to pesetas 350,000 (about U.S. $4,400) per academic year in 1981-82. Cost of living for a single student is estimated at about U.S.$450 per month; for a married student about U.S. $700. The three-month summer project is remunerated and should take care of the cost of living during that period.

FINANCIAL ASSISTANCE

IESE itself can offer only a reduction in tuition. There are some scholarships and grants available (usually tied by their sources to students of certain nationalities). The arrangement of personal loans, often on concessionary terms (not available for students from all countries) is the most common source of financing. This emphasis on loans reflects IESE's belief that students should consider a loan as a business-like investment in their own future. Experience shows that it is a highly profitable one.

PLACEMENT

A large number of companies and organizations, multinational and national, recruit on the campus. The number of firm job offers has always far exceeded the number of graduates looking for placement.

CORRESPONDENCE

For further information, write

M.B.A. Admissions Office
IESE, University of Navarra
Avenida Pearson, 21
Barcelona 34, Spain

UNIVERSITY OF NEBRASKA AT OMAHA

OMAHA, NEBRASKA

The University of Nebraska at Omaha was established in 1908 and now consists of nine colleges. The College of Business Administration was established in 1952 and began to offer a Master of Business Administration degree program in 1965. The offering of classes makes it possible for a student to attend on a part-time basis or full-time in the evenings. The university is coeducational and operates on a semester plan. Courses are also scheduled during summer sessions.

Omaha is a major metropolitan area in the Midwest. With nearly one-half million people in the greater metropolitan area, there is a full complement of cultural and recreational opportunities. Omaha, a major transportation, financial, and business center, provides employment in many industries.

PROGRAM OF STUDY

The Master of Business Administration (M.B.A.) degree program is designed to provide educational experience for students who wish to assume positions of responsibility in business. Courses in the program give students an understanding of the principles of management, marketing, and finance and proficiency in the use of accounting and statistics as aids in the analysis of business problems. At the same time the student becomes aware of the societal, economic, political, and environmental factors which influence business decisions and develops an appreciation of the social responsibilities of business.

Both full- and part-time students are admitted to the program. Prospective students may apply for entrance to the program during any semester or the summer session. To accommodate students holding full-time positions, courses are offered during evening hours.

Applicants for admission to the program must have foundation courses in the following areas: college algebra, economics, accounting, marketing, management, corporation finance, statistics, business law, production management, quantitative methods, and computer concepts. A student who is deficient in any of the foundation courses will be required to make up the deficiency with appropriate work.

Students whose undergraduate work includes the foundation courses may be able to complete requirements for the degree in one calendar year of study. Students with no undergraduate work in the foundation courses may require up to two years of full-time study.

M.B.A. students must complete a minimum of 36 hours of graduate-level courses. The following are required: managerial economics, human behavior in organizations, quantitative analysis, managerial accounting, business and society, and policy, planning, and strategy. Twelve hours of concentration are taken in one of the following: business administration, marketing, real estate, accounting, management, banking and finance, economics, decision sciences, or industrial psychology.

Six hours of approved electives are also included. A thesis is not required for the degree.

ADMISSION

An applicant must hold a bachelor's degree from an accredited institution to be considered for admission. Unconditional admission may be granted to a student who has earned at least a B average in undergraduate work. Provisional admission may be granted to a student who has less than a B average in undergraduate work. This admission may be made for reasons of maturity, experience, scores on admission tests, or other circumstances which indicate that the student may be capable of high quality graduate work. The Graduate Management Admission Test is required prior to admission.

EXPENSES

Tuition is $26.50 per credit hour for residents of Nebraska and $72.00 per credit hour for nonresidents. Students taking 12 credit hours or more per semester are assessed a general fee of $43. Those part-time students carrying less than 12 hours a semester and those attending summer sessions pay a general fee of $25.

FINANCIAL ASSISTANCE

Graduate assistantships and internships are available.

PLACEMENT

Services of a full-time placement office are available to all graduate students.

CORRESPONDENCE

For further information, please write or call

M.B.A. Program Director
University of Nebraska at Omaha
Omaha, Nebraska 68182
Telephone: 402-554-2597

UNIVERSITY OF NEBRASKA—LINCOLN

LINCOLN, NEBRASKA

The University of Nebraska—Lincoln is the original and largest of the three campuses of the University of Nebraska system. In the fall of 1980, 22,000 students enrolled in classes on the Lincoln campus. The College of Business Administration was established in 1919 and began to offer a Master of Arts degree in 1923. Doctor of Philosophy (Ph.D.) programs in business and economics were started in 1932, and the Master of Business Administration (M.B.A.) program was added in 1966. There are currently 400 students enrolled in these graduate degree programs.

The university is located in the state's capital city of Lincoln which has a population of approximately 166,400. The university and the city of Lincoln provide a full range of educational, cultural, and business opportunities.

The College of Business Administration is an equal opportunity employer.

PROGRAMS OF STUDY

The College of Business Administration offers programs of study leading to the Master of Business Administration, Master of Arts (M.A.), and Doctor of Philosophy degrees in business administration.

The Master of Business Administration degree program is a broadly based, structured program intended to give the student exposure to management skills as well as to the various functional components of business administration. This program is primarily designed for those individuals who expect to pursue careers in the management of both private- and public-sector organizations. Students are expected to complete a number of courses to satisfy the Common Body of Knowledge (CBK). This consists of 24 hours of graduate credit in selected courses from the departments of accounting, economics, finance, management, and marketing. (A course in calculus must also be completed.) Students with no previous course work to fulfill the CBK would be required to complete a 54-hour program consisting of 24 hours of CBK courses, 21 hours of core requirements, and 9 hours of electives. Students whose previous background completely satisfies the CBK would have a 36-hour program consisting of 21 hours of core requirements and 15 hours of electives. The core requirement section consists of managerial courses in accounting, economics, and finance; marketing management; management theory and practice; decision science; and administration policy and practice. The 9 to 15 hours of electives may be completed in an area of concentration or by selecting a combination of graduate electives offered by the Business Interdepartmental Area.

The M.A. degree program, on the other hand, is characterized by flexibility and specialization within a particular field. In addition to completing the CBK courses, the student develops a program in consultation with a faculty advisor consisting of either 30 hours of course work (with thesis) or 36 hours of course work (without thesis). Students who wish to pursue the M.A. degree will normally have a bachelor's degree in business administration from a recognized college of business. Areas of specialization include banking, business history, finance, financial accounting, international marketing, insurance, investments, managerial accounting, management information systems, marketing, organization and management theory, management science, organizational behavior, personnel and labor relations, production, promotion, public accounting, and strategic policy and planning.

The Ph.D. program requires 90 hours beyond the bachelor's degree, 45 of which must be completed at the University of Nebraska. Approximately 18 of the total 90 hours required are allowed for the dissertation. Neither the courses carried nor the time spent in study determines the granting of the degree. The Ph.D. degree is given primarily for high attainment in specialized fields of scholarship and for demonstrated power of independent research. The majority of graduates from the Ph.D. program pursue careers in university teaching and research.

ADMISSION

The basic requirements for admission include a baccalaureate degree from an accredited college or university, an undergraduate record of approximately B, and satisfactory scores on the Graduate Management Admission Test (GMAT). These admission requirements are established for all graduate programs.

Applicants are expected to apply for admission at least 90 days prior to the date on which they intend to enter. Such admission will be considered only if applicants are able to submit transcripts of undergraduate work and scores on the Graduate Management Admission Test.

EXPENSES

Tuition for residents of Nebraska is $28.50 per credit hour. Nonresidents pay $67.00 per credit hour. Housing is available both on and off campus at varying costs. For information concerning on-campus housing (apartments and dormitories, applicants are requested to contact the Housing Office of the university.

FINANCIAL ASSISTANCE

A limited number of fellowships are available for graduate programs in general.

Most doctoral students receive teaching assistantships. Research assistantships are usually available to some M.A. and Ph.D. students through either the Bureau of Business Research or individual faculty research projects.

PLACEMENT

The services of the Career Planning and Placement Center on campus are available to all graduate students and alumni. Representatives from all types of business firms and governmental agencies visit the university each year to interview candidates for jobs in all sections of the country.

CORRESPONDENCE

For further information, please write or call

Director of Advising
College of Business Administration
University of Nebraska—Lincoln
Lincoln, Nebraska 68588
Telephone: 402-472-2310

UNIVERSITY OF NEVADA, LAS VEGAS

LAS VEGAS, NEVADA

Twenty-six years ago, the University of Nevada, Las Vegas constructed its first building on a 60-acre plot of desert and opened its doors to a pioneer class of 300 students. Enrollment today stands at more than 9,000. Students attend classes at an attractive 300-acre campus in one of the newest sections of metropolitan Las Vegas.

Programs at the baccalaureate and master's levels are offered in a wide range of subjects, giving the university a more complete structure than would normally be expected from its age and present size. The university holds memberships in the American Association of State Colleges and Universities, the Western Association of Graduate Schools, the American Council on Education, and the Western College Association and is recognized by the Nevada State Department of Education for preparation in all fields for which it conducts programs.

Las Vegas enjoys a wide reputation as an entertainment and tourist capital. Each year an average of nine million visitors relax in its clear, dry climate and take advantage of all the attractions of the world-famous "Strip." Surrounding Las Vegas is one of the most picturesque areas of the entire Southwest, offering residents unlimited outdoor recreation year round. Within a 30-mile radius lie the shores of Lake Mead, the largest man-made lake in the western hemisphere; massive Hoover Dam and the Colorado River recreation area; the snow-skiing trails of 12,000-foot Mount Charleston; and a panorama of rugged red-rock mountains, eroded sandstone landscapes, and forgotten ghost towns.

PROGRAMS OF STUDY

The primary objective of the evening Master of Business Administration (M.B.A.) program at UNLV, which the College of Business and Economics offers through the Graduate College, is to provide an opportunity for qualified men and women to develop knowledge, abilities, and attitudes that will constitute a firm and broad foundation for their growth as effective and creative leaders in business, government, and related organizations. A balanced program of learning is the goal of UNLV's program. It embraces no one teaching method or approach but uses that combination of methods suited to the objectives of each stage of the program.

The M.B.A. program for students holding baccalaureates in fields other than business is basically a two-year course of study for the full-time student. The first year of the program normally consists of preparatory courses designed to ready the student for the required advanced core courses. The total program will vary, depending upon the background of the student, up to a total of 58 credit hours.

The student who begins the program with a baccalaureate in business and who needs no preparatory courses has a 30-hour program, a one-year course of study for the full-time student. The 30-hour program consists of the 7 required advanced core courses (21 hours) and 3 approved electives (9 credits). Students interested in concentrating in a specific area may choose from accounting, economics, finance, management, or marketing.

The Master of Arts in Economics, which the College of Business and Economics offers through the Graduate College, is supervised by the Department of Economics. Candidates must complete 30 semester credits. The M.A. program consists of a minimum of 21 credits in 500-level courses, which includes 6 credits of thesis. Students must pass a comprehensive examination upon the completion of course requirements and thesis.

ADMISSION

To be eligible for admission to the M.B.A. program, students must have a baccalaureate degree from an approved college or university with a total of at least 950 points based on the formula: 200 × the overall grade-point aveage (GPA) plus the Graduate Management Admission Test (GMAT) score; or at least 1,000 points based on the formula: 200 × the upper-division GPA plus the GMAT score. Foreign students must have a 2.5 overall GPA, score 450 on the GMAT, and have a minimum of 550 points on the Test of English as a Foreign Language.

Applicants for the Master of Arts in Economics should have a baccalaureate with a major in economics. Students lacking necessary credits in economics may be admitted after they have removed these deficiencies as determined by their advisor. Applicants must have a 3.0 or higher GPA in their undergraduate studies or have a total score of 1500 points on the verbal, quantitative, and advanced economics sections of the GRE.

The deadlines for submitting applications are July 15 for the fall, December 15 for the spring, and May 15 for either summer term. Applications are available upon request from the Graduate College.

EXPENSES

Graduate students are assessed fees of $24 per credit hour, and nonresidents pay an additional $750 per semester. The university does not provide living facilities, but there are numerous apartment complexes nearby.

FINANCIAL ASSISTANCE

Graduate assistantships, available to selected students, normally provide sufficient funds to cover the minimum expenses of an unmarried student, permitting full-time academic effort. Assistants receive a stipend of $5,000 plus a tuition waiver. Applications must be filed by April 15 for the following academic year. Off-campus employment opportunities are also readily available.

PLACEMENT

About 100 companies and organizations come to the campus annually to recruit students.

CORRESPONDENCE

Address correspondence concerning the M.B.A. program to

Dr. James F. Adams, Dean
The Graduate College
University of Nevada, Las Vegas
Las Vegas, Nevada 89154

College of Business Administration

UNIVERSITY OF NEVADA, RENO

RENO, NEVADA

The University of Nevada, Reno, founded in 1874, is a land-grant institution which offers an opportunity for higher education to qualified applicants regardless of race, sex, or social status. The main campus is located on rolling hills north of the main Reno business district overlooking the picturesque expanses of the Truckee Meadows.

Reno is a small and energetic city with a metropolitan area population of about 200,000. Contrast best marks the city of Reno, for the much-publicized "White Way" often focuses attention away from the city's importance as a center of retail and wholesale trade and as an active participant in farming, ranching, mining, and summer and winter sports. Per capita personal income in Nevada is one of the highest in the nation. The city enjoys a rapidly maturing economy, an impressive rate of growth, and a dry, moderate climate distinctly marked by the seasons.

Culture is also a part of life in Reno, as art, music, and drama groups provide frequent accomplished productions to the city and university community. Within only a few miles are found unique mixtures of mountain, desert, lake, sun, and snow for nearly all recreational interests.

Bachelor's and master's degree programs of the College of Business Administration are accredited by the American Assembly of Collegiate Schools of Business, and the University of Nevada is fully accredited by the Northwest Association. The graduate programs of the college provide the opportunity for small classes and close individual counseling with the teaching staff. Students enjoy the congenial atmosphere of a small, yet modern, university.

PROGRAM OF STUDY

The Master of Business Administration (M.B.A.) degree is offered by the college. Undergraduate prerequisites for the programs include principles of economics (two semesters), statistics (two semesters), and calculus (one semester). If not already completed, prerequisite courses may be taken in residence. Master's degrees require completion of 30 to 54 graduate semester credits. As many as 21 credits of foundation courses may be waived for students who feel they have sufficient undergraduate education in first-year core subjects to pass a waiver examination in business subjects. Foundation courses are designed to provide a broad background in accounting, information systems, finance, marketing, management, legal environment of business, and business policy.

The M.B.A. degree program requires advanced course work in accounting, economics, financial management, marketing, and general management. Students may undertake limited specialization in accounting, finance, management, or marketing, according to their objectives. A thesis is optional.

A full-time student usually can complete the requirements for a master's degree in one year if he enters the college with a bachelor's degree in business or economics. If the bachelor's degree was awarded in another field, two full years may be necessary to fulfill program requirements.

ADMISSION

Applicants must have a baccalaureate degree from an accredited institution with a satisfactory combination of undergraduate grade-point average and scores on the Graduate Management Admission Test. Applications are accepted at any time; however, the application and all credentials must be received at least three weeks before registration day of any session.

EXPENSES

The registration fee for graduate courses is $24 per semester credit. In addition, nonresidents registered for 7 or more credits pay $750 tuition per semester. (All subject to change.)

A limited number of modest apartments are available for married students on a first-come, first-served basis. Rooms and apartments are available in private accommodations in the vicinity of the campus. The cost of board and room in university residence halls is $816 per semester (subject to change).

FINANCIAL ASSISTANCE

A limited number of graduate assistantships are awarded each year to promising Nevada and out-of-state students. Assistants may be assigned to work a total of 20 hours each week (with a stipend of $4,550 per year) in the Bureau of Business and Economic Research or assisting instructors in research or laboratories. Graduate assistants receive a waiver of most registration and tuition fees, in addition to the stipend.

PLACEMENT

The graduate placement office offers assistance to students seeking part-time or full-time employment. Recruiting schedules include national and local businesses, government agencies, and institutions.

CORRESPONDENCE

For further information or to request an application for admission, write or call

Director of Graduate Programs
College of Business Administration
University of Nevada, Reno
Reno, Nevada 89557
Telephone: 702-784-4912

UNIVERSITY OF NEW HAMPSHIRE

DURHAM, NEW HAMPSHIRE

The Whittemore School of Business and Economics, established in 1962, offers programs of study leading to undergraduate and graduate degrees in business administration and economics. The school is one of the five colleges of the University of New Hampshire which was founded in 1866. The university has an enrollment of about 10,000, over 1,000 of whom are graduate students.

Located 60 miles north of Boston, the university is a cultural and scientific center including such service activities as the New England Center for Continuing Education, the Resources Development Center, the Space Science Center, the Paul Arts Center, and the Center for Industrial and Institutional Development.

The Whittemore School program leading to the degree of Master of Business Administration (M.B.A.) is designed to prepare its graduates for professional careers in administration in industrial and other organizations in a rapidly changing world. It provides knowledge and understanding of management principles and practices through study of the increasing body of relevant knowledge drawn from the behavioral sciences, mathematics, economics, the functional fields of business, and the role of business and other organizations in an increasingly complex society.

A close association with industry, government, and other educational institutions is encouraged. An active concern for current social issues is maintained through the school's involvement in research and consulting with industry and other institutions throughout the country. The school encourages close cooperation with related academic disciplines at New Hampshire and other institutions.

PROGRAM OF STUDY

The program consists of an integrated sequence of required and elective courses that takes two years of full-time study. Applicants may enroll in the program only in the fall semester.

In the first year, the curriculum consists of required courses designed to build a base of understanding and analytical competence. The common course schedule followed during this first year also provides an opportunity for students to work together in groups; this emphasis reflects the work in organizations that often requires group decision making and also fosters a significant degree of class cohesiveness. The Whittemore faculty numbers close to 50 and the current M.B.A. student body about 100, equally divided between the first- and second-year classes. An executive M.B.A. program commenced in January 1978 to provide the same course content to qualified employees in area industry. The relatively small size of the M.B.A. class contributes to close, informal relationships among students and between students and faculty.

During the second year of the M.B.A. program, students complete two required courses and a complement of elective courses. The required courses in the second year lend special attention to the integration and application of the student's studies to the development of overall management policy for an organization. Through the use of appropriate elective courses, the student may design the second year of study to fit his or her individual career goals. In addition to advanced courses in the various fields of business, students are encouraged to select electives from the economics curriculum and, where appropriate to individual career objectives, from graduate courses offered by other departments of the university. Independent study and field internships are encouraged.

ADMISSION

The Whittemore School welcomes applicants with above-average academic records in any undergraduate specialty other than business administration. Because of the increasing use of mathematical concepts, models, and notation in the practice and study of administration, applicants should normally have successfully completed one year of college mathematics through an introduction to calculus or be willing to do so before entering. In all cases, the applicant's entire educational background, relevant experience, references, and professional aims will be considered in the admission process.

Candidates for admission must normally possess a bachelor's degree from an accredited college or university. Scores on the Graduate Management Admission Test will be considered in conjunction with averages and trends in the candidate's academic record.

EXPENSES

Tuition for the day M.B.A. program for the first and second years is $1,150 for New Hampshire residents. Nonresident tuition for the first and second years is $4,000.

FINANCIAL ASSISTANCE

Students whose academic backgrounds and career interests fit the Whittemore School M.B.A. program, but who are deterred from applying due to financial need, are encouraged to submit applications for financial aid through the Graduate School. Applicants with strong academic records may qualify for appointment and service as graduate assistants. Graduate assistants receive a stipend of $2,100 per academic year plus waiver of one-half tuition and fees at the in-state rate.

PLACEMENT

The employment services of the Placement Office are available to all degree candidates who have completed at least 12 semester hours of work toward their degree. In addition to receiving recruiting guests on campus from industrial, business, and governmental concerns, the Placement Office is able to forward, on request, a placement registrant's papers to any employment contact.

CORRESPONDENCE

Inquiries should be addressed to

Assistant Dean
Whittemore School of Business and Economics
Box G
University of New Hampshire
Durham, New Hampshire 03824
Telephone: 603-862-3885

The Robert O. Anderson Graduate School of Management

THE UNIVERSITY OF NEW MEXICO

ALBUQUERQUE, NEW MEXICO

The Robert O. Anderson School of Business and Administrative Sciences was established at The University of New Mexico in 1947; The Robert O. Anderson Graduate School of Management achieved independent status in 1977. Graduate enrollment in the school is approximately 300 men and women, permitting a close relationship between students and faculty.

PROGRAMS OF STUDY

As the name of the school is intended to stress, the Anderson School of Management at The University of New Mexico is committed to an effective integration of the administrative sciences and the professional skills and personal values essential for management leadership in business, government, or service organizations. The school's programs, therefore, emphasize conceptual frameworks which link normative and empirical administrative theory with interdisciplinary contributions from the physical, biological, and social sciences. Team teaching, computer simulations, in-depth tutorials, field research, and internship programs are utilized to achieve the essential integration of management scholarship and professional practice in a diversity of areas.

The Master of Business Administration (M.B.A.) degree may be based on a bachelor's degree in any discipline. The curriculum consists of a two-year (60 semester credit hours) program. The first-year core program encompasses the basic areas of managerial economics, accounting and managerial information systems, quantitative methods, organizational behavior, organizational ecology, and organizational intelligence systems. Students who have recently completed an undergraduate program in business may be able to have a portion of the first-year core waived.

The second-year program consists of 5 required courses plus 15 hours of electives which may be used to specialize in a chosen area or to obtain additional breadth. Electives may be taken in courses offered by the school or in other graduate departments of the university. Areas of concentration offered include management science, management information systems, organizational economics and environment, marketing management, human resources management, accounting, financial management, health systems management, international management, and public/not-for-profit management.

Joint programs with the other colleges and departments are available leading to the M.B.A. with Juris Doctor (J.D.), Master of Science (M.S.) in nuclear engineering, M.S. in computing science, and others.

A Doctor of Philosophy (Ph.D.) program in international management emphasizing Latin America was begun in 1974.

ADMISSION

Application for admission should be made to the Anderson Graduate School of Management. Admission to the M.B.A. program is based upon a record of sound scholarship and promise of development. Students from any discipline are admitted to the program, and no courses in business administration are required.

Applicants must also submit their scores on the Graduate Management Admission Test (GMAT) and a statement of purpose and are invited to have letters of recommendation sent to the school.

Students are admitted for either the fall term beginning in late August or the spring term beginning in mid-January. A summer session of eight weeks is also available. Those wishing to enter in the fall should submit applications no later than July 1; those for the spring term by November 15; for the summer session by April 15.

EXPENSES

Per semester, exclusive of summer session	*Resident*	*Nonresident*
Tuition and fees	$ 333	$1,020
Health and accident insurance	35	35
Books and supplies	150	150
Board and room	850	850
Clothing, laundry, etc.	400	400
Total	$1,768	$2,455

FINANCIAL ASSISTANCE

Financial assistance is available through several channels:

- graduate assistantships carrying a stipend of $4,300 are available to a limited number of qualified students;
- a limited number of scholarships are available in varying amounts, and the number is being expanded as financial resources are available;
- loan funds are available through the National Direct Student Loans and a state-sponsored program;
- internships are arranged for qualified students with local business firms which enable the student to work part time and receive up to three hours credit per semester;
- students with outstanding scholarship records are eligible for university fellowships;
- the university assists in providing employment in the resident halls, libraries, and laboratories.

PLACEMENT

The university maintains a full-scale placement center visited annually by representatives of large numbers of companies from all sections of the United States. The school also acts as a referral center for handling requests from prospective employers.

CORRESPONDENCE

For further information or to request an application for admission, please write or call

Sue Podeyn
Director, Graduate Student Affairs
The Robert O. Anderson Graduate School
of Management
The University of New Mexico
Albuquerque, New Mexico 87131
Telephone: 505-277-3147

UNIVERSITY OF NEW ORLEANS

NEW ORLEANS, LOUISIANA

The University of New Orleans, a member of the Louisiana State University System, is located on the shores of Lake Pontchartrain in an attractive residential area that is convenient to the financial, commercial, and port sections of the city of New Orleans. The university was founded in 1958 and was originally named "Louisiana State University in New Orleans."

The university has an enrollment of over 15,000 students, including approximately 2,500 students in the College of Business Administration. Special facilities include the Division of Business and Economic Research, the Economic Development Center, the International Marketing Institute, and the University Computer Research Center.

At the graduate level, the College of Business Administration offers programs leading to the Master of Business Administration (M.B.A.), Master of Arts (M.A.) in economics, Master of Science (M.S.) in accounting, and Master of Science in accounting (taxation option) degrees. The M.B.A. degree program was begun in 1964 and currently has approximately 275 students. The M.A. in economics program was started in 1967. The M.S. in accounting program was initiated in 1970 with a taxation option being added in 1979. The M.B.A. and M.S. programs are accredited by the American Assembly of Collegiate Schools of Business.

PROGRAMS OF STUDY

The M.B.A. degree program is designed to give students a broad preparation in business administration while allowing for some concentration in specific business areas. Emphasis is placed on the development of problem-solving and decision-making abilities. Illustrative cases and business simulation are utilized in the classroom in conjunction with traditional lecture procedures.

The program is designed to satisfy the needs of students with undergraduate degrees in areas other than business administration as well as those with business administration degrees. For students lacking sufficient preparatory studies in business, a series of foundation courses is available to provide the background needed for the successful study of business at the graduate level. Students who hold undergraduate degrees in business usually have satisfied all or most of the foundation course requirements. Exclusive of foundation courses, the program contains a minimum of 33 semester hours (21 of which are required courses). A comprehensive examination is required but a thesis is not.

The Master of Science in accounting program is designed to prepare students for careers in public, industrial, and governmental accounting. It also serves as a foundation for doctoral study. The program is open to students with undergraduate degrees in areas other than accounting as well as those with accounting degrees. A preparatory program is available to students with inadequate or no preparation in accounting. Both thesis and nonthesis options are offered. The taxation option (a nonthesis option) prepares persons for positions as tax specialists.

The M.S. thesis option requires a minimum of 30 semester hours of advanced work in accounting and related areas; the nonthesis option requires 33 semester hours. Both options require a comprehensive examination.

The Master of Arts in economics program contains both thesis and nonthesis options. The thesis option requires 30 semester hours; the nonthesis option requires 33 semester hours. Both options require a comprehensive examination.

ADMISSION

A satisfactory score on the Graduate Management Admission Test and an acceptable undergraduate average are required for admission to either the M.B.A. program or the M.S. in accounting program.

For admission to the master's program in economics a combined score of at least 1000 on the verbal and quantitative parts of the Graduate Record Examinations is required.

Applicants whose native language is not English must achieve an acceptable score on the Test of English as a Foreign Language (TOEFL). However, the TOEFL requirement may be waived if the applicant has earned a degree in an English-speaking country.

EXPENSES

Fees for full-time graduate students who are Louisiana residents are $287 per semester, for non-Louisiana residents, $587 per semester. Fees for part-time enrollment and for summer-term enrollment are proportionately lower. Dormitory rooms are $430 a semester (double occupancy) and $215 a summer term. Married student apartments rent for $175 per month for one bedroom and $185 per month for two bedrooms.

FINANCIAL ASSISTANCE

A limited number of graduate assistantships involving half-time work assignments are available in the Division of Business and Economic Research, the International Marketing Institute, and in the various academic departments of the College of Business Administration.

PLACEMENT

The University Career Placement Office assists students in finding employment. Major corporations, accounting firms, and government agencies regularly schedule recruiting interviews on the campus.

CORRESPONDENCE

For further information or to request an application for admission, please write or call

Coordinator of Graduate Business Programs
College of Business Administration
University of New Orleans
Lakefront
New Orleans, Louisiana 70122
Telephone: 504-283-0241

Australian Graduate School of Management

THE UNIVERSITY OF NEW SOUTH WALES

KENSINGTON, NEW SOUTH WALES, AUSTRALIA

The University of New South Wales has provided graduate-level university education in business administration since 1963. The original programs were offered by the School of Business Administration and later by the Graduate School of Business.

Beginning March 1977, the university has offered an entirely new program, through the Australian Graduate School of Management (AGSM), a specially funded national school established as a result of the Cyert Report.

The AGSM's basic goal is to enhance the effectiveness of Australian professional management now and in the future and to foster, in appropriate ways, the development of management education elsewhere, particularly in Australia's neighboring countries. As a national school, the AGSM is charged with offering programs comparable in quality with those of business/management schools of international standing.

The school's facilities include a comprehensive school library designed to serve specialized reference and research needs and an in-house PDP 11/70 computer with 25 interactive user terminals. Both facilities are backed up by the main campus library and computing center.

PROGRAMS OF STUDY

The AGSM has a commitment to educating managers for organizations in both the private and public sectors. Master's and doctoral degree programs are offered.

Two master's degree courses are offered: a Master of Business Administration (M.B.A.) and a Master of Public Administration (M.P.A.). Both courses are normally available only on a full-time basis and take two academic years to complete. The significant features of the master's program include the following:

- The structure is based on two 15-week semesters in each calendar year, each one-semester course being a complete unit. At least 16 units are to be completed within the 2 years (4 semesters) of full-time study.
- A series of integrated compulsory core courses (eight units) occupies the first two semesters and provides an introduction both to the social framework within which resources are allocated and to skills in the use of basic disciplines. Two further core subjects are taken in the second year.
- The program also permits a broad choice, subject to normal counseling and approval, in the selection of six electives. These may be grouped to provide a single area of concentration or may be spread over several areas of interest. The requirements of one or more electives may be fulfilled by the preparation of a research project in lieu of formal course work.

The conventional method of lecturing is augmented by seminars, group discussions, case presentations, role playing, and simulation games.

The Doctor of Philosophy degree program is intended for students capable of doing first-rate teaching and research in a field relevant to managers. It is primarily a research degree, although it can involve a course work component.

ADMISSION

Admission is open to all qualified men and women who hold a bachelor's degree, in any field, from an approved undergraduate institution, and have worked for at least two years. Work experience is not necessary if a four-year degree has been completed. In exceptional cases, an applicant may be admitted without a degree if he has achieved acceptable general and professional attainments.

The Graduate Management Admission Test (GMAT) is required of all applicants. Selection is based on the applicant's academic record, score on the GMAT, evaluation of referees' reports, and employment experience.

Applications for admission to the program should be filed with the AGSM by November 30 and should be accompanied by a detailed official transcript of university studies. Overseas applicants should check initially with an Australian Diplomatic Office regarding visa requirements.

Applicants should take the Graduate Management Admission Test no later than October and arrange to have their scores reported directly to AGSM. Applicants are advised of the result of their applications in December or January. The program commences in the first week of March.

EXPENSES

No tuition fees are payable. All students are required by the university to pay student activities fees (approximately $130 Australian per annum). Living expenses vary with the choice of housing and the circumstances of the student.

FINANCIAL ASSISTANCE

Details of scholarships and fellowships available (including Commonwealth Postgraduate Course Awards) may be obtained from AGSM.

CORRESPONDENCE

For further information or to request an application for admission, write or call

M.B.A./M.P.A. Program Coordinator
Australian Graduate School of Management
The University of New South Wales
P.O. Box 1
Kensington, N.S.W. 2033, Australia
Telephone: Sydney (02) 662-0300

THE UNIVERSITY OF NEWCASTLE

NEW SOUTH WALES, AUSTRALIA

The university is located in the city of Newcastle, a major port and industrial center serving a region with a population approaching half a million. The Faculty of Economics and Commerce offers two first-degree courses, Bachelor of Commerce and Bachelor of Economics and the following postgraduate degrees and diplomas: Doctor of Philosophy (research and theses), Master of Business Administration (course work and research project), Master of Commerce (research and thesis), Master of Commerce in accounting or economics (course work and dissertation), Diploma in Business Studies, Diploma in Economic Studies, and Diploma in Legal Studies.

PROGRAMS OF STUDY

The Master of Business Administration (M.B.A.) and the Master of Commerce (M.Com.) in accounting degrees should be of particular interest to people wishing to undertake postgraduate course work programs in management or accounting and finance.

The development of the M.B.A. degree course has been influenced by the needs of the industrial and business complex centered in Newcastle. The emphasis in the course is on developing an ability to analyze and solve management problems. After completing basic studies in the disciplines of accounting, behavioral science, managerial economics, finance, legal studies, marketing, quantitative methods, and business policy, candidates are required to concentrate on elective studies from these related areas (including industrial management) and complete a research project and report. To qualify for the degree, a candidate is required to pass 20 subjects, including the research project and report, and achieve a final cumulative average mark of 1.5. The course is offered in two teaching periods each year with breaks for two weeks of examinations between these periods and the normal term vacations. The Master of Commerce in accounting program builds up an undergraduate education in accounting. It provides in-depth coverage of accounting and finance. The object of the program is to develop analytical and applied decision-making ability at an advanced level in such fields as auditing, managerial accounting, and finance, among others. While students are given some choice in the second year of the course, the first year provides a common experience in financial/managerial accounting with an investigation of contemporary conceptual and applied thought in these fields. In addition to three compulsory subjects, five subject units selected from a list of electives must be completed. Each candidate is also required to submit a dissertation on a topic within the area of his specialization. It is envisaged that in most cases the dissertation will involve analysis of an applied problem in the context of an existing or prospective organization. Candidates are required to maintain an average examination result of credit.

Both courses are normally taken over two years of full-time study, although in the M.Com. course a graduate with honors or lengthy research experience may be granted standing in the compulsory subjects, and the additional subject units may be reduced to a minimum of four.

ADMISSION

Applicants should be graduates of an approved tertiary institution or, in exceptional circumstances, have other acceptable qualifications, together with relevant business or professional experience. Candidates for the M.B.A. degree are also required to have completed at least two years' work experience or be a graduate of at least two years standing.

Admission is competitive and based on the applicant's academic record, scores of the Graduate Management Admission Test (GMAT) for all M.B.A. applicants and for overseas applicants for the M.Com. in accounting program, and evaluation of referees' reports. Applications should be submitted by January 13 for applicants resident in Australia or by October 30 for overseas applicants. Applications received after that date may be considered if places are available in the course nominated. Arrangements should be made for GMAT scores to be sent directly to the university.

The academic year commences on March 2 and concludes on November 22.

EXPENSES

Course fees for private overseas students are $2,500 p.a. for Ph.D. and master's degrees payable to the Australian Government Agency issuing the visa for entry to Australia. A general service charge of approximately $120 is payable to the university on enrollment. Living expenses vary with the type of accommodation chosen.

FINANCIAL ASSISTANCE

Limited financial assistance is available on a highly competitive basis. Details are available from the Secretary to the University. The closing date for postgraduate scholarships is September 30.

PLACEMENT

The University Careers and Employment Officer assists students in obtaining full-time and/or part-time employment.

CORRESPONDENCE

For further information, write or call

Mr. F. C. Hawkins, Faculty Secretary
Faculty of Economics and Commerce
The University of Newcastle
New South Wales 2308, Australia
Telephone: Newcastle 685565

UNIVERSITY OF NORTH ALABAMA

FLORENCE, ALABAMA

The University of North Alabama is a state-owned institution operated under the direction of a Board of Trustees. Major purposes of the institution include the preprofessional and professional preparation of students in a variety of fields in the arts and sciences, business, education, social work, and nursing and allied health science.

The university occupies a beautiful campus of 80 acres in a residential section of Florence, Alabama. With a population of 37,000, Florence, located just north of the Tennessee River, is the largest city in a four-city area that includes Tuscumiba, Sheffield, and Muscle Shoals City, all located south of the river.

Abundant electrical power provided by the Tennessee Valley Authority and the navigation provided by the Tennessee River combined with fine highway and rail transportation make the area one of the most rapidly developing industrial areas in the South. In addition to the world-renowned Tennessee Valley Authority, a representative sampling of industries in the area would include manufacturers of textiles, chemicals, boats, automotive parts, metals, and rubber products.

PROGRAM OF STUDY

The primary objective of the Master of Business Administration (M.B.A.) program at the University of North Alabama is to provide students with a broad professional education that will prepare them for responsible positions in business, government, and education. The courses offered at the M.B.A. level were chosen to meet this objective. The degree requirements assure that the student will have training in several areas including accounting, finance, marketing, economics, management, and decision theory. Nine hours of elective courses will allow the student to have an area of concentration if desired.

The program, consisting primarily of evening courses, is structured so that a student with a baccalaureate degree in a business-related field (management, marketing, economics, finance, accounting, etc.) may complete requirements for the Master of Business Administration degree with a minimum of 30 semester hours. Students with degrees in other disciplines will need to complete a program of prerequisites designed to provide a common body of knowledge in business administration prior to admission to the M.B.A. program.

ADMISSION

Admission to the program is open to graduates of accredited colleges and universities who show high promise of success in postgraduate business study. In evaluating a student's application for admission, primary emphasis will be given to his undergraduate record and his test scores on the Graduate Management Admission Test. (Students whose native language is not English must submit acceptable scores on the Test of English as a Foreign Language.) The applicant's extracurricular activities, employment experience, and other evidences of maturation for graduate study will also be considered.

EXPENSES

Tuition for graduate credit is $34 per credit hour or a maximum of $340 per semester. The cost of room and board for university dormitories is $1,280 for the academic year.

FINANCIAL ASSISTANCE

A limited number of scholarships, assistantships, and part-time employment plans are available to University of North Alabama students. The university has a full-time Office of Financial Aid.

PLACEMENT

The university maintains its own Placement Office, visited annually by representatives from a large variety of companies. The Placement Office also offers its services to interested alumni.

CORRESPONDENCE

Address correspondence relating to admission to
Dean, School of Business
University of North Alabama
Florence, Alabama 35630

THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL

CHAPEL HILL, NORTH CAROLINA

The first state university to open its doors to students, The University of North Carolina began instruction in 1795. Now more than 19,000 students are enrolled in its nationally recognized graduate and undergraduate programs.

The Graduate School of Business Administration offers an M.B.A. program with 325 students and a Ph.D. program with 60 resident students. Facilities for the advanced degree programs include specially designed seminar rooms and classrooms, computer facilities, and a reading room. Dormitories for single graduate students and apartments for married students are maintained on the campus.

PROGRAMS OF STUDY

At Chapel Hill, M.B.A. education is distinguished by the underlying premise that effective study of management requires viewing the organization as an integrated whole rather than as a series of separate, but related, components. Believing that traditional approaches to business education have centered too firmly in a tightly structured sequence of courses in business functions and tools, the school has restructured its curriculum to present subject matter in a more integrated and flexible form.

Students are encouraged to consider basic systems of management as they relate to all functions in the organization. Analytical tools are introduced in the context of their varied cross-functional applications. The organization is also considered in its social-economic-political setting and, finally, as a composite of individuals with varied motivations, personal needs, and productive capacities.

To achieve the desired perspective, cases are emphasized which relate decisions to multiple phases of the firm. This perspective is reinforced through individual and team research projects, written and oral reports, computer simulation, field work in actual organizational situations, and seminars with business leaders. The student's personal development is emphasized.

Electives in the second year provide opportunities for concentration in one or two areas of special interest or for continued broad exposure. A concentration in professional accounting is offered in the second year, and a joint M.B.A./J.D. program is available. Thesis and foreign language requirements have been removed to permit greater attention to the integration of subjects. Full-time residence is required in the fall and spring semester of each year, and work experience is encouraged in the intervening summer.

The doctoral program admits a diverse range of candidates planning careers in research and teaching. The program includes formal course work, participation in research seminars, individual study, teaching experience, and directed research. Each student pursues concentrated study in one of the following areas: accounting, finance, marketing, organizational behavior, operations management, or quantitative methods. Students may also develop individual programs in subjects including business law, risk management, business and society, business policy, international business, management of not-for-profit organizations, real property economics, and small business management.

Although many students enter the doctoral program with an M.B.A. degree, the program also admits students with superior undergraduate records and students with master's degrees in related fields.

ADMISSION

Applicants for admission must submit (1) a completed application form, (2) transcripts of all college-level work showing the satisfactory completion of a bachelor's degree, (3) scores on the required Graduate Management Admission Test, and (4) three recommendations on forms provided with the application. Interviews are encouraged for all applicants to the doctoral program. Admission is based upon test scores, the quality of the transcript rather than the subject of the undergraduate major, and demonstrated potential for responsible leadership. The M.B.A. program strongly emphasizes work experience after college graduation in selecting candidates. Average age of entering M.B.A.'s is 25. Recently, about half of the class has come from North Carolina and half from out-of-state. Early application is encouraged. Applicants are normally admitted in the spring for enrollment in late August. The university does not discriminate on the basis of race, sex, color, national origin, religion, or handicap.

EXPENSES

Tuition and fees are $600 per academic year (two semesters) for residents of North Carolina and $2,300 for nonresidents. Reduced tuition rates apply to doctoral students taking less than seven semester hours of work. Estimated expenses for a single student living in the university graduate center are $650 for dormitory rent and $1,320 for meals for the academic year.

FINANCIAL ASSISTANCE

Scholarships are available in the M.B.A. program to applicants who present outstanding credentials. Such scholarships do not require the performance of any service, allowing the students to give uninterrupted effort to their courses. Awards are announced in early April. Loans are also available. Part-time employment is not recommended for M.B.A. students. North Carolina is a member of the Consortium for Graduate Study in Management which provides financial assistance for qualified minority M.B.A.'s. Most doctoral candidates receive assistantships, and a limited number of nonservice awards are available.

PLACEMENT

An active Placement Office is maintained for students in the M.B.A. program and for alumni. The faculty and the Director of the Doctoral Program work closely with doctoral candidates seeking employment.

CORRESPONDENCE

Inquiries should be addressed to
Director of Admissions, M.B.A. Program (or the Director, Doctoral Program)
Graduate School of Business Administration
Box 50
The University of North Carolina
Chapel Hill, North Carolina 27514
Telephone: 919-933-8301

THE UNIVERSITY OF NORTH CAROLINA AT CHARLOTTE

CHARLOTTE, NORTH CAROLINA

The University of North Carolina (U.N.C.C.) at Charlotte, founded in 1965, is a coeducational, state-supported urban university located in a dynamic and rapidly growing metropolitan area. U.N.C.C. has an enrollment of 9,000 students and continues to grow very rapidly. Being one of the new urban-oriented universities and at the same time a campus of the oldest state university in the United States, U.N.C.C. has both the inclination to experiment and innovate and the ability to draw upon the wisdom and experience of years of tradition.

The College of Business Administration offers three undergraduate degree programs: a Bachelor of Arts degree in economics, a Bachelor of Science degree in accounting, and a Bachelor of Arts degree in business administration. The college offers one graduate degree, the Master of Business Administration.

PROGRAM OF STUDY

The primary objective of graduate study in management is to develop candidates for leadership positions in the complex organizations of the future. The basic philosophy of the graduate program recognizes that managerial procedures and practices of today are subject to rapid change. For this reason the program emphasizes a process of perceiving, analyzing, and solving administrative problems. The burden is placed on the student to determine relevant facts, evaluate alternatives, and prepare for action. Organizations are analyzed as economic, social, political, and technological units operating in an environment with changing regional, national, and international dimensions. Candidates are encouraged to anticipate, innovate, and adjust in this dynamic environment.

The curriculum stresses the universal characteristics of management and administration and their application in various types of organizations. Fundamental management problems are examined from an economic, quantitative, and behavioral point of view. Courses in economic analysis and managerial accounting focus on financial performance and resource allocation, while those in administrative practice emphasize individual and group behavior. Courses in information systems make possible the integration of the economic and behavioral aspects of administrative problems with the decision-making requirements of practicing managers. These areas constitute the core courses in basic analysis required of all candidates.

After completing the basic analysis sequence, a student is allowed to select two additional courses from among those offered by the College of Business. Through this process, students may choose to emphasize a particular area of interest such as marketing, finance, or organizational behavior. The finance courses now offered are designed for candidates pursuing careers in commercial banking, investment banking, consumer financing, mortgage banking, and related institutions. Marketing management courses are appropriate for students pursuing careers in manufacturing and retail organizations. Other courses will be added to the program as the need arises.

The final courses in the program are management policy and strategic planning. These courses are designed to integrate the concepts and methods of analysis developed throughout a candidate's program of study. Students are required to solve administrative problems that illustrate the interdependency of financial, industrial, government, marketing, and transportation institutions.

The methods of instruction adopted in the program are designed to prepare a candidate for the realities of a management career. These methods include simulations, role playing, written communications, lectures, and the case study method. It is the ability to analyze, to judge trends, to weigh diverse influences that leads to sound judgment. This ability can be developed only through practice. The methods of instruction employed in the program are designed to provide such practice.

Courses in the program are scheduled to accommodate part-time students. Classes are held in the early evening during the academic year. Part-time students may enroll in two courses during the fall and spring semesters. A part-time student may complete the program in three years.

ADMISSION

Admission to the Master of Business Administration program is open to qualified graduates of recognized colleges or universities accredited by a regional or general accrediting agency. There are four major requirements for admission: (1) a generally satisfactory undergraduate record, (2) acceptable scores on the Graduate Management Admission Test, (3) a description of any significant work experience, and (4) three supporting letters of recommendation from professors or employers. Applications should be completed at least three months prior to the semester in which the applicant expects to enroll.

EXPENSES

Graduate tuition and general fees per semester

Semester hours	*State Resident*	*Out-of-state Resident*
1	$ 43.50	$ 275.50
2	66.50	275.50
3	89.50	531.50
4	112.50	531.50
5	135.50	531.50
6	191.00	819.00
7	208.00	819.00
8	208.00	819.00
9 or more	208.00	1,146.00

There is an application fee of $15 and a parking fee of $12.

CORRESPONDENCE

For information, write or call

Director of Graduate Studies
Master of Business Administration
The University of North Carolina at Charlotte
U.N.C.C. Station
Charlotte, North Carolina 28223
Telephone: 704-597-2351

THE UNIVERSITY OF NORTH CAROLINA AT GREENSBORO

GREENSBORO, NORTH CAROLINA

The University of North Carolina at Greensboro was established in 1891 but functioned until 1963 as the Woman's College of the greater university. As such, it offered little advanced work in business administration or economics although programs of study through the doctorate were offered in a variety of other fields. Since 1963 the institution has been coeducational at both the undergraduate and graduate levels. The School of Business and Economics was formed in 1969 by merging what had been departments of Economics and Business Administration and Business Education. Present graduate enrollment in the school's several programs is approximately 500. No night division exists as a separate entity, but graduate work is scheduled during the day and in the evening. Part-time study is possible in all graduate degree programs.

PROGRAMS OF STUDY

The Master of Business Administration (M.B.A.) degree has been offered since 1970. For a student possessing no substantial undergraduate training in business or economics, the M.B.A. entails completion of 60 semester hours of work. This may be reduced to a minimum of 42 semester hours when the student has completed specific undergraduate background courses with acceptable grades. Overall, the M.B.A. curriculum aims at creating a broad understanding of business enterprise, its functions, and the processes of decision making within it. Limited provision is afforded for concentration in a particular field. At present, the concentrations available are general management, quantitative methods, finance, insurance, marketing, and accounting.

The Master of Arts degree is offered with a major in economics. Twenty-seven semester hours of course work plus a three-semester-hour thesis comprise the degree program. Completion of a degree with this minimum amount of work assumes a background of some 30 semester hours of work in undergraduate economics, mathematics, or social and behavioral science with a particular distribution of courses taken. The Master of Arts program in economics is general and does not envision completion of a concentration in any special field within the broad discipline.

The Master of Science in business education degree is intended for business and distributive education teachers in the middle schools, high schools, and two-year colleges. It is broad in scope and contains a heavy component of work in subject-matter areas as well as work in the techniques, materials, and philosophy appropriate to teaching in the field of business or distributive education.

ADMISSION

Entry into degree programs requires admission to the Graduate School of the university and acceptance of the applicant by the School of Business and Economics. Students with good academic records and acceptable performances on standardized examinations are admitted without reservation. Admission to begin work in the fall semester, the spring semester, or the summer session is possible. Application should be made no later than April 1 for the summer session, May 1 for the fall semester, or November 1 for the spring semester. Late applications can be considered for provisional admission in some cases, but this is possible only where vacancies exist in particular programs. The Graduate Management Admission Test is required of applicants to the business administration program; the Graduate Record Examinations for those applying for the economics program.

EXPENSES

Tuition and fees, per semester, are as follows:

North Carolina residents	$ 301
Out-of-state residents	1,160

Prospective students are advised to consult the *Bulletin* of the Graduate School for a complete schedule of expenses.

FINANCIAL ASSISTANCE

Assistantships are available on a competitive basis to full-time graduate students. Service in these positions is generally limited to research aid or supplementary assistance to faculty members. Except for instruction in certain basic skills in the business education area and for laboratory instruction, assistants are not normally used as classroom teachers. Stipends range from $2,100 to approximately $2,700 for the academic year. Application should be made by March 1. In addition to assistantships, loan funds are generally available to augment students' own resources in cases of unusual or temporary need.

PLACEMENT

The university operates a placement office whose facilities are available to both undergraduate and graduate students. Business firms, school systems, government agencies, and academic institutions recruit actively on the campus each year.

CORRESPONDENCE

For specific information, write
The Director, MBA Program
School of Business and Economics
For application materials, write to
The Graduate School
The University of North Carolina at Greensboro
Greensboro, North Carolina 27412

UNIVERSITY OF NORTH DAKOTA

GRAND FORKS, NORTH DAKOTA

The University of North Dakota (UND) is a state-supported coeducational institution with its main campus located in Grand Forks, a population center of approximately 50,000 persons in the Red River Valley on the North Dakota/Minnesota border. The university offers the largest and most diversified graduate program in the region. With an enrollment of more than 10,000 students, of whom about 1,200 are graduate students, UND is large enough to provide necessary resources for graduate study but small enough to guarantee individual attention. The largest library in the state, a computer center which is the hub of the statewide network, and a faculty active in research and creative activity all contribute to interesting and provocative graduate study.

PROGRAMS OF STUDY

The College of Business and Public Administration offers graduate instruction leading to the Master of Business Administration (M.B.A.), the Master of Public Administration (M.P.A.), the Master of Accountancy, and the M.A. and M.S. degrees in economics.

The M.B.A. is an advanced professional degree in administration; although some concentration in a particular functional area is permitted, breadth in the educational experience is emphasized. The degree is a nonthesis program requiring 32 semester hours of graduate course work, including an independent study. Written comprehensive examinations must be successfully completed in the last semester.

For candidates with no prior education in business or economics, the M.B.A. program may require up to two years to complete, the first year of which is primarily devoted to preparatory course requirements. Candidates may be admitted to the M.B.A. program with deficiencies in preparatory fields. Courses are then taken to remove deficiencies. Candidates whose competence levels in prior preparatory work have been allowed to decay over time may be asked to review or retake preparatory courses before registering in graduate courses. Prior course work or work experience can be accepted in lieu of preparatory course work with the approval of the M.B.A. steering committee.

The M.P.A. degree is designed to prepare people for positions in the public service. Undergraduate work must include a minimum of nine semester hours of social science and nine hours of business and economics. A student who does not have the undergraduate requirements will be required to remove the undergraduate deficiencies in addition to completing 32 semester hours of graduate credits.

The Master of Accountancy degree is designed to provide education for a career in public accounting practice, in private business enterprises, in government service, or in the teaching of accounting in colleges and universities. Undergraduate work should include 20 semester hours in the field of business of which at least 8 hours must be in the field of accounting. A student who does not have the undergraduate requirements may be admitted on a provisional basis until the deficiencies are removed. A thesis is not required.

The M.A. and M.S. degrees in economics are designed to develop a broadly educated student equipped with knowledge of modern economics who will be prepared to continue graduate studies or pursue a professional career in government or business. For admission to the program a student must present no less than 24 hours of satisfactory undergraduate credit in economics and the social sciences. A student who is deficient in undergraduate preparation may be admitted on a provisional basis until the undergraduate deficiencies are removed. Degree requirements include a thesis and 30 semester hours of graduate credit with a grade-point average of 3.00 or higher.

ADMISSION

Regular admission to all master's programs requires that a student must

- hold a bachelor's degree from an accredited college or university,
- have a cumulative grade-point average of at least 2.75 for all undergraduate work or 3.0 for the last two years of undergraduate work (A = 4.0),
- have met all departmental requirements, and
- have applied to the Graduate School for admission.

Students desiring to enroll for the M.B.A. or Master of Accountancy degree must also submit a Graduate Management Admission Test score. A score of at least 450 is required for admission to the M.B.A. program.

EXPENSES

Tuition and fees, per semester

Resident	$376.50
Nonresident	$760.50

FINANCIAL ASSISTANCE

Full-time students are eligible for a variety of scholarships as well as appointments to graduate teaching assistantships. Stipends for half-time assistantships are $3,500 for a 9-month appointment and tuition, and nonresident fees are waived.

PLACEMENT

The university maintains a central career planning and placement service for graduates and alumni.

CORRESPONDENCE

Address all inquiries to
Dean
Graduate School
University of North Dakota
Grand Forks, North Dakota 58202
Telephone: 701-777-2784

UNIVERSITY OF NORTHERN IOWA

CEDAR FALLS, IOWA

The University of Northern Iowa, founded in 1876, is one of three state universities in Iowa. Its 557-acre campus provides living and classroom facilities for 10,600 students in 50 major buildings. The spacious university library contains 482,508 volumes plus more than 231,732 microfilms, microcards, and microfiche. The facilities of the university computer center are also available to graduate students for classwork and research. Modern residence halls, housing facilities for married students, and off-campus apartments provide a variety of living situations for students of varied means and tastes.

The university operates on a semester plan with an eight-week summer session. Graduate students may enroll at the beginning of any of these three sessions. Graduate programs may be completed on a full-time or part-time basis. Part-time study is facilitated by numerous evening classes.

PROGRAM OF STUDY

The School of Business offers a Master of Business Administration (M.B.A.) degree designed to provide a strong program for those individuals who wish to achieve responsible positions in business organizations and academic institutions. The program also serves as a basis for advanced graduate work in the field of business.

Only the nonthesis option is available for the M.B.A. degree. The minimum number of semester hours to complete the nonthesis option is 30 and the maximum is 57 semester hours, depending on the number of prerequisite courses the student would be required to complete. Included is a requirement of 24 semester hours of course work in the fields of accounting, finance, marketing, administrative theory, quantitative methods, and economics. The program of study can be flexible enough to serve both those individuals who have had little or no undergraduate work in the field of business and those who have an undergraduate degree in business. Each student who is admitted to the degree program will be counseled individually with objectives of satisfying both the degree requirements and individual needs. Applicants whose undergraduate or experience backgrounds indicate inadequacies in the basic areas of economics, accounting, marketing, finance, legal environment, and mathematics will be required to take basic courses in these areas or show competency through proficiency examinations.

ADMISSION

Admission to the M.B.A. program is based on the candidate's undergraduate point average, an acceptable score on the Graduate Management Admission Test (GMAT), and significant work experiences. Applications for admission must be submitted 60 days prior to the date of anticipated enrollment.

EXPENSES

Tuition, fees, books, and room and board for full-time graduate students for the calendar year (two semesters and summer session) are as follows:

	Iowa resident	Nonresident
Tuition and fees	$1,290	$2,828
Books	150	150
Resident hall room and board	1,784	1,784
	$3,124	$4,762

Tuition and fees for part-time students are $53 per hour for residents ($106 minimum) and $116 per hour for nonresidents ($106 minimum).

FINANCIAL ASSISTANCE

A limited number of graduate and research assistantships are available to qualified students who have a minimum undergraduate grade-point average of 3.0. However, other financial assistance may be available through the Financial Aids Office of the university.

PLACEMENT

The Office of Career Planning and Placement brings many potential employers to campus.

CORRESPONDENCE

To obtain the *Graduate Bulletin* and application forms for admission to graduate work, write to

Graduate Admissions
Office of the Registrar

For more specific information concerning the M.B.A. program at the University of Northern Iowa, write or call

Dr. Jack A. Fuller
Associate Dean
School of Business
University of Northern Iowa
Cedar Falls, Iowa 50614
Telephone: 319-273-2469

UNIVERSITY OF NOTRE DAME

NOTRE DAME, INDIANA

The College of Business Administration was established as a separate unit of the university in 1921. The Master of Business Administration (M.B.A.) program was organized in 1967 and now has an enrollment of 175 students representing over 100 undergraduate institutions from 28 states and 11 foreign countries. It is housed in the Hayes-Healy Center which features semicircular classrooms, closed-circuit television, computer time-sharing facilities, and a quotation machine providing instantaneous connection with the major stock exchanges and a leading commodity exchange. Complementing these facilities are the University Computer Center (IBM 370/168) and the 13-story Memorial Library.

PROGRAMS OF STUDY

Notre Dame offers a two-year, full-time Master of Business Administration degree (four semesters) and a combination program with the Law School leading to the M.B.A./J.D. degree (eight semesters). There are no part-time or evening programs.

The aim of the M.B.A. curriculum is the development of professional managers. The program is designed to meet the needs of students with little or no academic background in business administration. Emphasis is placed on the foundation, organization, operation, and control of a business enterprise with special attention to the manager's responsibility for diagnosing, isolating, and defining problems; creating and evaluating alternative courses of action; and making practical and ethical decisions.

Implementation of these objectives is accomplished through a program of study which gives the student (1) facility with analytical tools in the mathematical and behavioral sciences; (2) knowledge of the functional areas of business, their interrelationship, and their employment of analytical models in problem solution; (3) appreciation of the social, political, and economic environments to which the business firm must adjust and adapt; (4) an opportunity to develop his special talents and interests in business and their relationship to the operations of a typical firm; and (5) the ability to optimize the use of the firm's resources in terms of policies and programs by manipulating the internal factors within the constraints of the external environment. Reflecting these aspects of the program, the curriculum covers 60 hours of work divided into 5 basic areas: tools and skills (21 hours), functions (12 hours), environments (6 hours), computer policy (6 hours), and self-development (15 hours).

A variety of pedagogical techniques are employed including case research and analysis, presentations, role playing, gaming, experimentation, and others. Instruction is enriched by the visitation of experts from both the academic and business communities.

Second-year M.B.A. students can elect to spend their fall semester in London at a branch campus of Notre Dame. This program includes the required courses as well as special international electives taught by faculty from the London Graduate School of Business Studies.

ADMISSION

Admission is open to qualified students who hold a bachelor's degree in any field from an accredited institution. No specific courses are required for admission; however, some mathematic background is desirable. In making its decision, the Admissions Committee is guided by the applicant's (1) undergraduate academic record; (2) achievement on the Graduate Management Admission Test (GMAT) which is required of all applicants; (3) executive and leadership potential as evidenced by extracurricular activities in college, job experience, military service, evaluations of his professors and/or supervisors, and a personal statement of career objectives. Admission is granted for the fall semester only with those applications received prior to April 15 receiving preference. Applicants whose native language is not English are required to take the Test of English as a Foreign Language (TOEFL). Applicants for the M.B.A./J.D. program must apply to the Law School separately and take the Law School Admission Test (LSAT).

EXPENSES

Tuition for 1981-82 is estimated at $4,800. Living costs for a single student are estimated at $2,500 minimum. Campus housing is extremely limited although sufficient off-campus housing is available near the campus.

FINANCIAL ASSISTANCE

A limited number of scholarships are awarded each year to students of high academic achievement and promise. All students who have been accepted and requested financial aid (scholarships, etc.) are automatically considered. Successful candidates will be notified beginning April 15. Foreign applicants are ineligible for scholarships. Full information on loan programs can be obtained by contacting the Financial Aid Office.

PLACEMENT

The university maintains a central placement bureau which assists the student in his career planning efforts and job search.

CORRESPONDENCE

For further information or to request an application for admission, please write or call

MBA Admissions Office
College of Business Administration
133 Hayes-Healy Center
University of Notre Dame
Notre Dame, Indiana 46556
Telephone: 219-283-3395

UNIVERSITY OF OKLAHOMA

NORMAN, OKLAHOMA

The University of Oklahoma, founded in 1890, is located in Norman, 18 miles south of Oklahoma City, the state's capital and largest city. The graduate programs offered by the College of Business Administration are accredited by the American Assembly of Collegiate Schools of Business.

Research facilities available to graduate students include an extensive university library, the Bass Business History Collection, the Oklahoma University Research Institute, the Center for Economic and Management Research, and modern computer facilities.

The 80 graduate faculty members have a wide range of teaching and research interests. Many have experience in executive development programs and consulting activities as well as serving as guest lecturers at U.S. and foreign universities.

PROGRAMS OF STUDY

The Master of Business Administration (M.B.A.) program is designed to give the broad perspective needed to manage an overall enterprise, while allowing sufficient flexibility to gain in-depth preparation in an elected area of concentration. The program requires that the student become familiar with the functional areas of business, the necessary tools for management decision making, and the environment in which business firms operate. All M.B.A. courses are at the graduate level. They are offered during the day, evening, and late afternoons. M.B.A. program requirements are as follows:

- knowledge prerequisites—an introduction to calculus, matrix algebra, and linear programming; computer familiarity; and communication skills;
- core courses (24 hours)—financial accounting, managerial economics, contemporary economic analysis, financial administration of the firm, production and operations analysis, organization behavior, managerial marketing, and statistics for decision making (core courses may be waived on the basis of academic background);
- required courses (6 hours)—socio-legal environment of business and integrative business policy;
- electives (24 hours)—tailored to meet career objectives (no more than 9 hours from a single area of study; up to 9 hours may be from outside the College of Business);
- program length—varies from 36 to 54 hours, depending upon the student's academic background;
- comprehensive exam—covering the core areas of accounting, economics, finance, management, and marketing, given during the final semester of work. A course in administrative research writing and a major research paper may be substituted for the comprehensive exam.

Three dual degree programs are available. A combined M.B.A./M.A. in mathematics is offered in conjunction with the mathematics department.

A combined Juris Doctor/M.B.A. degree is offered in conjunction with the College of Law. A combined Master of Library Science/M.B.A. is offered in conjunction with the School of Library Science. Dual degree applicants must apply and be admitted to both academic units separately.

The Master of Accountancy program is offered for students contemplating professional careers either in public or industrial accounting. The Master of Arts in accounting and the Master of Arts in management require theses and are intended for intensive specialization in the respective fields.

The Ph.D. program in business administration is designed to prepare students for careers in college or university teaching and for research-oriented careers. The program includes the methods of inquiry, a detailed knowledge of one or more chosen areas of concentration, and an overview of the functional areas of business administration.

ADMISSION

Admission is open to qualified individuals holding a bachelor's degree from an accredited college or university who show high promise of success in graduate study. Applicants need not have undergraduate backgrounds in business. All applicants must submit satisfactory scores on the Graduate Management Admission Test. Applicants for a doctoral degree should indicate their major field of study and include letters of recommendation.

Students may enter the fall semester beginning late August, the spring semester beginning early January, or the eight-week summer session beginning early in June.

EXPENSES

Costs, per semester

Tuition and fees, per semester hour	
Oklahoma residents	$23.50
Out-of-state residents	69.50
Room and board, approximately	620.00-766.00
Apartments, per month	105.00-260.00

FINANCIAL ASSISTANCE

Graduate assistantships, special instructorships, fellowships, fee-waiver scholarships and loans are available to qualified graduate students.

PLACEMENT

The Placement Service offers assistance to students in locating full- or part-time employment. Representatives of approximately 600 companies, agencies, and institutions visit the campus regularly to interview students.

CORRESPONDENCE

For further information, please write or call

Director of Graduate Programs
307 W. Brooks, Room 207
College of Business Administration
University of Oklahoma
Norman, Oklahoma 73019
Telephone: 405-325-4107

UNIVERSITY OF OREGON

EUGENE, OREGON

The University of Oregon was established by an act of the Oregon Legislature in 1872 and opened its doors to students four years later. The university currently consists of a College of Arts and Sciences with 22 departments plus 12 professional schools covering the spectrum of typical university subjects in all areas but engineering. Current full-time enrollment is about 15,000 students with a supporting faculty of approximately 1,000. The campus occupies 255 acres in Eugene, a city with a population of about 100,000 located in the Willamette Valley, 110 miles south of Portland. The Pacific Ocean is an hour's drive to the west of Eugene and the Cascade Mountains a 90-minute drive to the east.

The College of Business Administration, now consisting of the Undergraduate School of Business and the Graduate School of Management (GSM), was established in 1914; graduate work was first offered in the year 1920. Heavy emphasis is given to graduate education in business. Currently there are approximately 225 master's degree candidates and 50 doctoral candidates enrolled in the GSM. The college is a member of the American Assembly of Collegiate Schools of Business.

PROGRAMS OF STUDY

Graduate degrees are offered at the master's and doctoral levels. Work at the master's level may lead to the Master of Business Administration (M.B.A.), Master of Science (M.S.), and Master of Art (M.A.) degrees. The M.B.A. program emphasizes breadth of understanding of business problems and management skills. It is especially adapted to students who have earned their bachelor's degree in the social sciences, humanities, sciences, or engineering. Special graduate courses are offered for students needing work in the basic business core areas: accounting, economics, financial environment, financial management, management analysis, legal environment, marketing, and statistics. For students desiring greater specialization, programs leading to the M.S. or M.A. degrees are available.

The GSM currently offers the following major areas of concentration in both the master's and Ph.D. programs: accounting, decision sciences, finance, human resources management, marketing, and organizational studies. In addition, the following majors are available in the master's program only: business economics, forest industries management, industrial relations, real estate and urban land economics, and transportation and logistics.

Students are selected for the doctoral program only if it is possible to assure close contact with senior faculty in the student's major area of interest. The doctoral candidate is required to demonstrate proficiency in a major area of concentration in the Graduate School of Management, a supportive area inside or outside the GSM, statistics and research skills, and a behavioral science or economics tool area. Written comprehensive examinations in the major area and one in either the supportive or statistics and research methods area are required for advancement to candidacy. An oral defense of both the dissertation proposal and the completed dissertation is required.

ADMISSION

Four criteria are used jointly, and interdependently, in evaluating an application for admission to the M.B.A. program (Admission requirements for the Ph.D. program are available from the Graduate School of Management):

- Grade-point average—All applicants must hold a baccalaureate degree from an accredited institution. Their grade-point average and academic program must indicate future success in graduate study in business administration. A 3.0 cumulative grade-point average (C = 2.0) is generally considered minimal.
- Graduate Management Admission Test—No rigid cutoff is specified; however, a score of 550 is desirable.
- Personal recommendations—a minimum of three personal recommendations is required, preferably from faculty in a position to comment on the applicant's potential for graduate study.
- Statement of purpose—The applicant is asked to outline, in a maximum of 1,000 words, personal goals and objectives in relation to the proposed program of study. A nonrefundable application fee of $20 is required.

Deadline for application to the M.B.A. program is 45 days before the start of the term for which application is being made. (No admissions are made for spring term.) Deadline for application to the Ph.D. program for fall term is the preceding March 1.

EXPENSES

Graduate tuition (1980-81) for residents of Oregon was $480 and for nonresidents, $811 per term. Students holding graduate teaching or research fellowships paid a reduced fee of $92 per term.

Room and board costs in university dormitories ranged from $1,749 to $2,949 for the academic year. Monthly rents in university facilities for married students ranged from $80 to $115.

FINANCIAL ASSISTANCE

Teaching assistantships and a few scholarships and fellowships are available to doctoral students. Stipends normally call for 15 to 22 hours of work per week and range in amount from $4,711 to $7,139 for the academic year, depending on the scope and extent of assigned duties. Applications for graduate assistance should be made prior to March 1.

PLACEMENT

Representatives of over 175 companies annually visit the university to interview graduates.

CORRESPONDENCE

Address correspondence to
Graduate School of Management
University of Oregon
Eugene, Oregon 97403

UNIVERSITY OF OTAGO

DUNEDIN, OTAGO, NEW ZEALAND

The Advanced Business Program of the University of Otago, which is part of the Faculty of Commerce, first offered a Master of Business Administration degree in 1977. This is the only M.B.A. program currently available in New Zealand, and participants are drawn from Australia, New Zealand, Canada, Britain, and Malaysia.

Dunedin is relatively small (population 110,000) and is primarily a university city. The University of Otago has an international reputation particularly in the fields of medicine, dentistry, and mining. There are over 5,000 students on the campus, which is known for its nineteenth-century buildings and attractive surroundings.

PROGRAM OF STUDY

The Master of Business Administration program is primarily designed to cater to the needs of the New Zealand business community, but at the same time it is based on principles established at business schools in Europe and North America. The objective of the course is to develop the natural ability of middle managers in local industry and commerce, assist them to improve their decision-making skills, and broaden their knowledge and understanding of the various functional areas of management.

The program can be broadly divided into four main sections, each of which has a specific objective. In view of the fact that the school will occasionally accept businessmen who have not had previous university education, there is a 10-week (March/April) foundation course in six fundamental areas such as economics, statistics, and business law. This is followed by a three-month (June/July/August) general semester covering seven functional fields of management: marketing, personnel, accounting, finance, information systems, operations research, and operations management. At this stage students select a field of specialization and spend two months working in the area of their choice.

The second year of study consists of an intensive 10-week corporate studies semester followed by a project requirement. The latter is designed as a consulting assignment where the participant works as a consultant in a New Zealand organization and presents recommendations at the board level.

The program caters to graduates and nongraduates of acceptable ability. In view of the modular nature of the program, it is possible for students to spread their studies over a period of four years spending an average of one term at the school each year.

ADMISSION

The program is open to a limited number of men and women of exceptional ability. A degree from a recognized university is normally a minimum requirement, and two to five years of business experience will definitely improve the applicant's chances of acceptance. No particular background or areas of concentration are required for admission. Nondegree candidates possessing a minimum of five years' suitable experience and professional qualifications will also be considered as suitable applicants. The composition of the class is carefully planned so that a blend of age, experience, qualifications, and areas of expertise is maintained.

The Admissions Board will evaluate each applicant on the basis of comprehensive application, at least two referees' reports, an interview, and scores from the Graduate Management Admission Test. Candidates whose qualifications or experience do not meet requirements are generally advised to remedy these deficiencies before reapplying.

Candidates should ensure that their applications are mailed to reach the Registrar of the University of Otago before October 1 in order to complete the necessary admissions procedures before the Board sits in early December. Normally candidates will be informed of the decision of the Board before January 1.

EXPENSES

The tuition fees for the full M.B.A. program are $NZ360 for New Zealand citizens. Non-New Zealand citizens may pay up to $NZ1500 per year for tuition. There are no residences that specifically cater to members of the M.B.A. program, but accommodation and board for single students is usually found in one of the adjoining halls of residence on campus (± $NZ40 per week). Accommodation for married students, in partly or fully furnished houses, is normally available in Dunedin (± $NZ50 per week).

FINANCIAL ASSISTANCE

New Zealand participants as well as permanent residents generally qualify for the Standard Tertiary Bursary ($NZ29-$NZ33 per week) which is available to all university students. There are also research scholarships available to finance the project requirement of approximately $NZ1000.

PLACEMENT

The school has well-developed contacts with the New Zealand Business Community and arranges for members to meet executives to discuss employment opportunities toward the end of the program.

CORRESPONDENCE

For further information, prospective applicants should write to

The Director
Master of Business Administration Program
University of Otago
Dunedin, New Zealand
Telephone: Dunedin 771.640

College of Industrial Management

UNIVERSITY OF PETROLEUM AND MINERALS

DHAHRAN, SAUDI ARABIA

The University of Petroleum and Minerals is an autonomous institution administratively attached to the Saudi Ministry of Higher Education. The first class of 67 students was admitted in September 1964. Enrollment reached a total of 3,074 students for 1980-81 and is expected to increase to 4,000 in the near future. The first degrees were conferred in 1971.

The university is financed by the Saudi Arabian government and by grants from oil companies and foundations. All instruction is in English except for courses in Islamic history and the Arabic language. Teaching methods, curricula, administration, and organization of the university have been planned in accordance with internationally recognized standards adapted to Saudi Arabian needs.

The 1,600-acre campus of the university features a physical plant that has received wide acclaim for its architectural beauty. The Data Processing Center has an IBM 370/158 and IBM 3033N computers which are available to both faculty and students. The University Library, housed in its own centrally located building gives strong support to both instruction and research. Library holdings consist of more than 145,130 volumes; there are over 3,700 subscriptions to professional journals in all fields in the curricula. The library is acquiring reference materials at the fastest possible rate.

The College of Industrial Management was opened officially in the fall of 1975. There are presently 33 faculty members from such internationally recognized universities as Indiana, Pennsylvania, California, Syracuse, Wisconsin, Texas (Austin), Minnesota, Michigan State, Illinois, Paris, and others. The response from graduate students has been excellent, and a substantial growth is anticipated in the near future. There are 50 full-time and part-time Master of Business Administration (M.B.A.) students.

PROGRAM OF STUDY

The M.B.A. program is designed to prepare students for careers in management and related fields and to satisfy Saudi Arabia's need for qualified managers and administrators in both private and public sectors of the economy. The M.B.A. is not a specialized preparatory program for any one disciplinary area, although students will have elective courses which may be used to gain additional background in one or more disciplinary areas. The completion of the M.B.A. degree will normally require two full-time academic years. AACSB curricular and other accreditation standards provide the basis for the design of the M.B.A. program.

The course requirements for the M.B.A. degree include (1) basic courses in financial accounting, principles of economics, quantitative methods, principles of management, and information systems; (2) core courses in managerial accounting, managerial economics, managerial marketing, marketing research, quantitative business analysis, statistical business analysis, managerial finance, business law, organization communication and behavior, and business policy; and (3) five elective courses from any one discipline offered by the M.B.A. program.

ADMISSION

Application for admission to the M.B.A. program should be made to the Graduate School. Graduate students are admitted for the fall and spring semesters. Application should be made early in the semester preceding that for which admission is sought except in the case of international students. International students should allow a full nine months between the date of application and the semester of admission in order to give ample time for an interview and for the acquisition of an appropriate visa.

The following materials are required by the Graduate School to complete the student's application: (1) the completed Graduate School application form, (2) two official transcripts of all undergraduate and any graduate work completed, (3) the scores achieved on the Graduate Management Admission Test (GMAT), (4) three letters of recommendation submitted on the student's behalf by individuals who are qualified to speak with authority on the applicant's record and qualifications, (5) a personal statement, in English, of the candidate's educational and professional objectives, and (6) a statement from the applicant's university or college registrar providing the applicant's rank in his class (required only when this information is not included as part of the official transcript). The student must also satisfy the university English language requirements by examination.

Students applying for positions as teaching assistants and research assistants must also complete an application for employment with the university. These application forms will be provided upon request.

FINANCIAL ASSISTANCE

Saudi graduate students attending the university under government sponsorship receive the following financial assistance: (1) free tuition, (2) a living allowance of SR 900 per month, (3) subsidized meals in the university cafeteria, (4) essential medical care, (5) furnished, air-conditioned accommodations free of charge, (6) textbooks, and (7) one round-trip ticket to the student's place of residence per academic year. Saudi graduate students are also eligible to apply for positions as graduate assistants.

The following categories of assistance are available upon application to outstanding graduate students from other countries who demonstrate exceptional qualifications and academic achievement: (1) research assistant and (2) teaching assistant. Research and teaching will represent 50 percent of their time for such assistants, with the other 50 percent devoted to their respective graduate programs. Research and teaching assistants will receive the following benefits: (1) free tuition, (2) a stipend of SR 1600 per month (this represents an average figure), (3) furnished, air-conditioned housing free of charge, (4) textbooks, and (5) one round-trip ticket to the student's point of origin every second academic year.

CORRESPONDENCE

For further information about the curriculum, write to
Dean of the College of Industrial Management
University of Petroleum and Minerals
Dhahran, Saudi Arabia

Inquiries about admission should be sent to
Dean of the Graduate School
University of Petroleum and Minerals
Dhahran, Saudi Arabia

Graduate School of Business

UNIVERSITY OF PITTSBURGH

PITTSBURGH, PENNSYLVANIA

The University of Pittsburgh's Graduate School of Business, located in the nation's third largest corporate headquarter city, has since 1960 provided qualified men and women the opportunity to earn the Master of Business Administration (M.B.A.) degree in an intensive, one-calendar year program. The total 11-month trimester sequence comprises 50 credit hours. The accelerated M.B.A. program is accredited by the AACSB.

The primary goal of the accelerated M.B.A. program is to prepare students for careers as successful managers in a highly complex, rapidly changing society. Central to this approach is a highly integrated curriculum which stresses general management training from an upper-level managerial perspective. Emphasis is upon development of analytical and decision-making skills.

Full-time M.B.A. enrollment is 225. Approximately 500 students are enrolled in the part-time evening M.B.A. program. The Ph.D. program enrollment is 100. The 50 distinguished full-time faculty members represent a wide range of disciplines and experience.

PROGRAMS OF STUDY

The M.B.A. curriculum assumes that management decisions center around the internal integration of the various functional fields: finance, marketing, operations, and human resource management together with the integration of the organization with its surrounding political, social, legal, and economic environments. Another important assumption is that each functional field deals with problems which can be managed most effectively by applying the tools, concepts, theories, and findings of such basic disciplines as economics, the behavioral sciences, quantitative analysis, and accounting. The curriculum also includes course work in integrative areas such as management policy, management systems, strategic planning, and international business. Opportunities for specialization and advanced study are provided through elective courses in 11 fields. Rather than adhering to a single method of instruction for all subject areas, various teaching methods including lectures, case studies, seminars, group projects, and simulation exercises are used.

Because of the carefully integrated nature of the accelerated program, students enter only in September and complete the degree requirements the following August. Students enrolled in the three-year evening M.B.A. program may enter in September, January, or April.

The strategic location of the business school affords M.B.A. students maximal opportunities for interaction with corporate managers representing a great diversity of organizations and functional areas.

ADMISSION

Applicants must have completed a baccalaureate degree from an accredited college or university. Previous course work in business is not required. Successful completion of a college-level course covering integral and differential calculus is a prerequisite before matriculation.

Admission to the accelerated M.B.A. program is based on the applicant's prior academic record, letters of recommendation, score on the Graduate Management Admission Test, indication of managerial promise, leadership, and prior experience. An admission interview, while not required, is encouraged. Applicants are expected to have excellent communication and interpersonal skills. The nature of the accelerated program demands a student who is particularly motivated and mature.

Approximately two thirds of the M.B.A. class has had one or more years of work experience. Women comprise 38 percent of the class, minority students 7 percent and foreign students 9 percent.

Rolling admission is used; thus early application to the program is encouraged. Students applying for financial aid must submit the completed applications by March 15.

EXPENSES

Inclusive for the one-year program (11 month budget)

	Resident	*Nonresident*
Tuition and fees*	$3,600	$ 7,230
Books and supplies	300	300
Room, board, miscellaneous	3,600	3,600
	$7,500	$11,130

*Tuition figure provided is an estimate based on a projected increase over 1980 tuition figures.

FINANCIAL ASSISTANCE

The Graduate School of Business makes every attempt to assist qualified students with financing the costs of their graduate education. Twenty-two percent of the 1980 class received some form of financial assistance (exclusive of loans) from the school. Fellowship awards, consisting of full or partial tuition, are available based on merit. Individuals with outstanding credentials may be considered for an associate fellowship, the school's most prestigious award, consisting of full tuition and a stipend. Qualified minority students may receive a minority scholarship. The University of Pittsburgh is a lender under federal and state guaranteed loan programs.

PLACEMENT

The Graduate School of Business maintains its own career planning and placement office to work closely with M.B.A. students in securing professional employment. Representatives from major companies visit the campus each year to recruit M.B.A. graduates. Students have accepted job offers across a wide range of organizations and functional area responsibilities.

CORRESPONDENCE

For further information, write or call

Walter P. McGhee
Director of Admissions
Graduate School of Business
University of Pittsburgh
1401 Cathedral of Learning
Pittsburgh, Pennsylvania 15260
Telephone: 412-624-6400

UNIVERSITY OF PORTLAND

PORTLAND, OREGON

The University of Portland is an independent, urban, coeducational, campus-centered institution, dedicated to the principle of attention to the individual student and emphasizing breadth of education rather than narrow specialization. The university is committed to the liberal arts tradition of education, while offering professionally oriented programs of study.

The university is located in the north residential section of the city of Portland. A 90-acre landscaped campus overlooking the Willamette River provides a quiet, restful setting conducive to the learning process. At the same time, the proximity of metropolitan Portland offers additional educational, cultural, and recreational opportunities.

The School of Business Administration at the University of Portland has offered a Master of Business Administration (M.B.A.) program since 1959. It is the oldest M.B.A. program in the Portland community.

Graduates of the program come from a variety of backgrounds in business, industry, and the professional fields. Today, they hold many key positions in both the private and public sectors of the economy.

The program in business administration provides an opportunity for college graduates, particularly in the Portland area, to continue their education for the master's degree. Because career men and women can ordinarily attend class only in the evening, the program, at least for the immediate future, will be confined primarily to evening sessions.

PROGRAM OF STUDY

The M.B.A. program is designed to provide advanced study for persons interested in a career in professional management. The aims of the program are to develop an understanding of the nature and complexities of the business decision-making process in a world of change and uncertainty and of the place of the business organization in the larger society in which it operates.

Emphasis in the curriculum is conceptual and analytical to provide a breadth of knowledge and understanding in management and business environment. This breadth encompasses the following: the interaction of business and society—economic, social, political, and moral; the administrative process and policy making; developments in the behavioral sciences as applied to business organization and management; quantitative approaches to management decision making including accounting controls, statistics, and operations research; and analysis of the production, marketing, and financial functions in national and international firms.

To be admitted to the Master of Business Administration degree program, all students must possess a basic undergraduate-level competency in accounting, economics, and statistics. Students who have done undergraduate work in these subjects satisfy this requirement.

Those students lacking sufficient competency in these fields may be required to take certain undergraduate courses, specifically designed for prospective M.B.A. candidates. The School of Business Administration regularly offers special accelerated courses in two of the three subject areas referred to above.

Thirty-nine to forty-five semester hours of credit are required, as follows:

a. nine semester hours (required of all students regardless of background)
   Bus 511—Business, Government and Society
   Bus 517—Organizational Theory and Behavior
   Bus 518—Policy and Administration
b. three semester hours (option of either course—nonbusiness applicants will usually take both)
   Bus 558—Finance and Accounting or
   Bus 521—Marketing and Production
c. three semester hours (option of either course—nonbusiness applicants will usually take both)
   Bus 533—Management Information Systems or
   Bus 532—Quantitative Methods for Management
d. twenty-four semester hours of electives ordinarily to be taken in the School of Business Administration.

ADMISSION

The candidate for the M.B.A. must possess a bachelor's degree from an accredited college or university. In addition to business-degree holders, applicants with degrees in liberal arts, engineering, or science are eligible. Students should have achieved above-average academic standing and must also successfully complete the Graduate Management Admission Test (GMAT).

EXPENSES

Tuition for all graduate and postgraduate students is presently charged at the rate of $84 per semester hour of credit.

CORRESPONDENCE

For further information, write or call
Dean
School of Business Administration
University of Portland
5000 North Willamette Boulevard
Portland, Oregon 97203
Telephone: 503-283-7224

UNIVERSITY OF PUERTO RICO

RIO PIEDRAS, PUERTO RICO

The University of Puerto Rico traces its origins to the first "teachers" training school founded in 1903 in the town of Fajardo, Puerto Rico. Since then, the university has grown into an island-wide system comprising several regional colleges, and schools of engineering, medicine, law, etc.

Traditionally, the Rio Piedras campus is entrusted with the development of graduate programs. The Graduate School of Business Administration was established in 1970 as a result of this development process. The growth and increased sophistication of Puerto Rico's business activity had arrived at a point where graduate programs in business became a pressing need. The Graduate School of Business Administration was created to fill that need.

The University of Puerto Rico is accredited by the Middle States Association of Colleges and Secondary Schools. The Graduate School of Business Administration has been found to comply with the accreditation standards of the AACSB; full accreditation is pending further evaluation of the undergraduate division.

PROGRAM OF STUDY

The Graduate School of Business Administration has the following objectives which respond to the needs it was designed to fulfill:

- to strengthen the intellectual tools of the students and to develop the sense of social responsibility that will enable them to attain leading managerial and professional positions (Students with a bachelor's degree in any field may acquire, through this program, the techniques, knowledge, and the general and specialized aptitudes in the area of business administration and in the practice of related disciplines);
- to provide the opportunity for the preparation and professional improvement of prospective instructors interested in teaching subjects related to business administration;
- to promote research projects for the benefit of the community, of businesses and nonprofit organizations, and of society in general;
- to stimulate the publication of articles, monographs, books, and research projects related to different areas in business administration and especially oriented toward the problems of Puerto Rico.

The curriculum consists of a group of core courses, a group of oriented electives, and a group of courses in each specialization area. The core courses provide the student with general management knowledge through the study of the principles and techniques applicable to every kind of business. The core courses are offered in accounting, finance, management, economics, quantitative methods, and marketing.

The oriented electives have the objective of broadening the student's general background, giving him the opportunity to select, in consultation with his advisor, three courses that are compatible with his interests.

The major courses may be classified into the following main areas: accounting, managerial economics, econometrics, business finance, money and banking, production management, industrial relations, marketing, quantitative methods, and insurance. It is required that each student submit a report on a research project about a topic related to the field of his major.

ADMISSION

The requirements for admission are

- a bachelor's degree from an accredited university;
- an acceptable score on the Graduate Management Admission Test or Prueba de Admisión a Estudios Graduados;
- a high average in the bachelor's program with a good persistence pattern during the undergraduate studies period;
- four letters of recommendation from the applicant's undergraduate studies professors, from his immediate superior, or from outstanding members of his community;
- undergraduate courses in mathematics which include the concepts of differential and integral calculus;
- fluency in English and Spanish.

Deadlines for applications are April for admission in the fall semester (August to December) and September for admission in the spring (January to May).

EXPENSES

Each graduate-semester credit costs $15. Additional fees are collected for medical-hospital insurance, cultural and social activities program, and a buildings fee of $20 per semester (half-year). Living expenses, at very modest standards, are close to $5,000 per year. Residents of the 50 United States who are U.S. citizens are also subject to an additional charge each semester, which is approximately the same amount a resident of Puerto Rico would have to pay for similar studies at the university of the state where the student resides. The two extreme cases are Virginia, where the student's per-semester charge is $50, and Colorado, where the charge is $796 per semester. Citizens of countries other than the United States, who are not taxpayers in Puerto Rico, must pay $1,500 per semester, in addition to the regular charges described above. These policies are subject to revision by the Council of Higher Education, the governing body of the University of Puerto Rico. Interested parties should contact the Graduate School for up-to-date information regarding fees, expenses, and related matters.

CORRESPONDENCE

Admission forms may be obtained by writing or calling

Graduate School of Business
P.O. Box AA University Station
San Juan, Puerto Rico 00931
Telephone: 809-764-0000, extensions 2083, 2096

UNIVERSITY OF PUGET SOUND

TACOMA, WASHINGTON

The University of Puget Sound's 72-acre campus, located in Tacoma's residential north end, is within convenient, inner-city traveling distance of historic Commencement Bay, Pt. Defiance Park, Puget Sound, and downtown Tacoma. The campus itself has been one of Tacoma's prominent cultural and educational centers. With 164 full-time teaching faculty on the main campus, the University of Puget Sound is large enough to offer the advantages of diversity, yet small enough to preserve the relaxed, intimate atmosphere of studies at a small, private college.

The Northwest's largest city, Seattle, lies 35 freeway miles to the north and offers a kaleidoscope of cultural and recreational opportunities. Olympia, about one-half hour south of Tacoma, is the state capital, with special attractions for students of public administration.

PROGRAMS OF STUDY

The School of Business and Public Administration offers a program of study leading to the Master of Business Administration (M.B.A.) degree. The program may be completed in three semesters by students enrolled full time. Incomplete undergraduate preparation could extend the period of study in order to complete prerequisites. Business and public administration courses are offered both at the main campus and at the Seattle, Olympia, and Fort Lewis campuses. Courses and degree requirements are the same at all campuses.

Graduates in business administration normally will have met all prerequisites for advanced-degree candidacy. Prerequisites include the following advanced undergraduate courses: 500/Managerial Economics, 501/Foundations of Accounting, 502/Survey of Finance, 503/Marketing Concepts and Practices, 504/Management Theory and Practice, and 505/Quantitative Methods of Administration. Applicants selecting the public sector management area may substitute 380/Management in the Public Sector for 504.

The Master of Business Administration requires nine units of course work. Five units are identified as the common body of knowledge. Three units are in an area of concentration: accounting, finance, management, marketing, or public sector management. The additional unit is elective. The program culminates with a policy course taken as one of the area requirements. In exceptional cases, a student may write a thesis as approved by the Graduate Committee of the School of Business and Public Administration. The thesis, which could extend the period of study, counts as two units and replaces the policy course in the area of concentration.

Upon acceptance to candidacy, student and advisor will plan a course of study that will satisfy the candidate's academic and career objectives. All candidates for the Master of Business Administration degree will complete the five-course sequence identified as the common body of knowledge. These courses cover the categories of knowledge and skills considered essential to administrative problem solving, regardless of the candidate's area of concentration. Common body of knowledge courses include: 610/Financial Evaluation and Control, 620/Legal Aspects of the Management Process, 640/International Business Strategy and Administration, 650/Organizational and Managerial Behavior, and 660/Advanced Quantitative Methods in Management. Candidates electing the public sector management area will substitute Public Administration and Public Policy, a course offered by the Department of Politics and Government, for the course in International Business.

ADMISSION

Criteria for acceptance to candidacy for the M.B.A. degree are (1) cumulative four-year undergraduate GPA × 200 + scores on the Graduate Management Admission Test (GMAT) must equal or exceed 1050; or (2) cumulative GPA for the last two years of undergraduate study × 200 + GMAT score must equal or exceed 1100. Two letters of recommendation, on the forms supplied, are required of all applicants. M.B.A. candidates must maintain a cumulative grade-point average of 3.0 or higher. A course graded below C will not apply toward degree requirements, but the grade will be computed in the cumulative grade-point average. A course graded C may not apply toward degree requirements without approval of the Graduate Committee of the School of Business and Public Administration.

EXPENSES

Tuition for the 1980-81 academic year was $540 per course.

FINANCIAL ASSISTANCE

Degree candidates with demonstrated financial need may be eligible for National Direct Student Loans or College Work-Study employment either on or off campus. Graduate students may also apply for Guaranteed or Federally Insured Student Loans awarded through participating lending institutions. A limited number of teaching assistantships are awarded by each department. Contact your department chair or director for further information.

PLACEMENT

Students may utilize the services of the University Placement Office. Representatives, recruiting for complex organizations in all parts of the United States, visit the campus regularly and hire promising candidates.

CORRESPONDENCE

For further information, write or call
Director of Graduate Studies
University of Puget Sound
Tacoma, Washington 98416
Telephone: 206-756-3207

UNIVERSITY OF READING

READING, BERKSHIRE, ENGLAND

The Department of Construction Management at the University of Reading is concerned with all aspects of the construction industry but with an emphasis on management and cost control. The department is in the Faculty of Urban and Regional Studies, one of four faculties in the university. Most of the university is located in an attractive, historical estate of 300 acres with many fine trees and a large lake. Reading is 40 miles west of London and 20 miles south of Oxford; it is served by road, rail, and air.

PROGRAM OF STUDY

The Master of Science course is an intensive, full-time, 12-month course commencing in October of each year. The course is designed to provide a comprehensive review of the economic aspects of construction management. It examines various procedures and techniques of economic and financial control applicable to both design and construction sectors of the industry. It also investigates the growing fund of knowledge relating to the economic management of complex development projects.

There are two specializations which students may take. These are (1) management design and construction which considers the study of project management at all stages from inception through design and construction to occupation, dealing primarily with building projects and concentrating on interdisciplinary aspects of the industry and (2) management and maintenance of buildings which considers the management of the maintenance, renovation, and replacement of buildings, including the evaluation and control of life-cycle costs, energy management, and the maintenance and operation of services installations.

The course tuition is by lectures, seminars, tutorials, and project work. Students are selected from a wide range of backgrounds, for example, architecture, engineering, cost engineering, and finance; thus there is considerable multidisciplinary project work undertaken by the students. Subjects taught include design methodology, economics and finance, management science, and project management.

The course consists of two parts. The first six months consist of formally organized lectures and seminars followed by written examinations. After the examinations, students proceed to an individual project which is completed at the end of September. There are also occasional lectures throughout this period.

ADMISSION

Candidates for admission should hold a good honors degree in a subject of direct relevance to the activities of the construction industry. Suitably qualified candidates without a first degree may be accepted if approved by the Senate, but applicants will be expected, prior to admission, to satisfy the Head of Department of the extent of their knowledge of economics, management science, and architectural or engineering design methodology. In decisions on the suitability of candidates, consideration will be given to the Graduate Management Admission Test score, motivation, and experience of the candidate. Candidates should apply early for the course. Decisions are usually made in March or April for the course commencing in the following October.

EXPENSES

Tuition fees are approximately £1,000 a year for United Kingdom (U.K.) students and £3,000 a year for overseas students. There are additional fees for membership in the students' union and health center of approximately £50 a year. Living costs for a single student are at present about £2,500 a year.

FINANCIAL ASSISTANCE

The department is recognized by the S.R.C. for the purpose of its awards. It is also recognized by the Training Services Agency for tenure of TOPS awards. Both these sources of finance are for U.K. students only.

CORRESPONDENCE

For further information on the Master of Science course at the University of Reading, please write to

Senior Assistant Registrar (Postgraduate Office)
University of Reading
Room 222
Whiteknights House
Whiteknights, Reading RG6 2AH
Berkshire, England

UNIVERSITY OF RHODE ISLAND

KINGSTON AND PROVIDENCE, RHODE ISLAND

The University of Rhode Island is a coeducational institution supported by the state of Rhode Island and founded in 1892 as one of the land-grant colleges. The university has its main campus on 1,200 acres in Kingston six miles from the ocean and maintains offices and classes in Providence.

The university has offered instruction in business for over 50 years. The College of Business Administration has grown rapidly to its present size of 1,500 students and over 55 faculty members. Eighty-five percent of the faculty members hold doctorates. Approximately 150 graduate business students are enrolled at the main campus, and 250 are part-time students in Providence.

The College of Business Administration is housed in Ballentine Hall on the Kingston campus. This modern air-conditioned building contains lecture, case-study, and seminar rooms as well as faculty, offices, and computer facilities.

All programs offered by the College of Business Administration are accredited by the American Assembly of Collegiate Schools of Business.

PROGRAMS OF STUDY

The Master of Business Administration (M.B.A.) program aims to provide a broad preparation for executive and administrative positions in business, government, and nonprofit organizations. A wide variety of problems confronting executives are examined, and problem solving is practiced through the application of broad principles and theories to management problems. Participative learning is emphasized through case analysis, management simulations, and classroom discussion. In addition, students have the opportunity to work with local business and government organizations on specific management problems. In these ways decision-making judgment is developed and a framework for management leadership encouraged. Computer concepts, quantitative analysis, and behavioral science are integrated into the program.

The M.B.A. program requires 36 to 60 credit hours and consists of 3 phases: a foundation of 24 credit hours of preliminary core subjects, 27 credit hours of advanced required graduate courses, and 9 credit hours of graduate electives of the student's choice. Through choice of electives a student may concentrate in any of the following disciplines: accounting, finance, international business, management science, marketing, organization management, or health care administration.

In addition to the M.B.A., the college also offers a Master of Science in accounting.

A master's degree may be earned through full- and/or part-time study. A student may matriculate either at Kingston or in Providence. Providence classes are in the evening, and a few evening classes are offered at Kingston. Candidates must take at least four-fifths of the credits required for the degree at the University of Rhode Island. For full-time students, the requirements for a master's degree can be met in 12 to 21 months. Part-time students who have not been in full-time residence during any term may take three to five years.

ADMISSION

Students holding any baccalaureate degree from an accredited college or university may be admitted for graduate study providing their undergraduate average approximates a B or better (3.0 on a scale of 4.0) and they receive satisfactory scores on the Graduate Management Admission Test (GMAT) (50th percentile or above). Under certain circumstances, students with lower academic records may be admitted on a conditional basis. Work experience is valued. Applicants for whom English is not the native language will be expected to present a score of at least 575 on the Test of English as a Foreign Language, or they may be required to correct deficiencies by taking selected courses for no program credit.

Each applicant must submit completed application forms in duplicate, three letters of recommendation, two official transcripts from each college attended, and GMAT scores. The application fee is $15. All application materials must be submitted before the candidate will be considered. The applicant must specify whether he or she will study in Kingston or Providence.

EXPENSES

An estimate for full-time study for an academic year:

Tuition, Rhode Island residents	$1,067
Tuition, out-of-state residents	2,390
Graduate student assessment	75
Health services fee	110
Medical insurance fee	60
Books and supplies (per course)	25

FINANCIAL ASSISTANCE

A number of graduate assistantships are available on the Kingston campus. The pay is over $3,800 for the academic year with tuition and fees waived. In addition, a limited number of tuition scholarships and fellowships are available for qualified students. Applications for student loans and work-study are available from the financial aid office.

PLACEMENT

The Office of Career Planning and Placement provides a variety of services to assist students in obtaining positions. Representatives of industry, education, and state, local, and federal governments interview students on campus. In addition, the graduate business student organization maintains an active role to assist M.B.A.'s.

CORRESPONDENCE

For further information, write to

Dr. John Wish, Associate Dean
College of Business Administration
University of Rhode Island
Kingston, Rhode Island 02881
Telephone: 401-792-2337

UNIVERSITY OF RICHMOND

RICHMOND, VIRGINIA

The University of Richmond, founded in 1830, is the largest private university in Virginia and among the top 50 most heavily endowed universities in the United States. It is a coeducational institution located in a metropolitan area of about 500,000 people. The university has an enrollment of approximately 4,500 students; about 1,500 are attending part time. Full-time student enrollment in The E. Claiborne Robins School of Business is 300, and about 200 are enrolled in the part-time graduate business program of the Richard S. Reynolds Graduate Division. The M.B.A. program is kept sufficiently small to insure each student a close relationship with the faculty and fellow students. The undergraduate Robins School of Business is nationally accredited by the American Assembly of Collegiate Schools of Business.

PROGRAM OF STUDY

The Master of Business Administration (M.B.A.) program is designed to provide persons aspiring to assume responsible managerial roles with the skills and knowledge necessary to become effective leaders. It provides a broad, flexible background in essential areas of management and business. The M.B.A. program requires 30 semester credit hours of graduate-level work. Of the total, 24 hours are required courses including the common body of knowledge basic to modern business and managerial practice. The remaining 6 hours are in elective areas of banking and finance, management science, and marketing. A student is required to choose elective courses from at least two elective areas. Not more than two courses can be taken in any one elective area.

Both full-time and part-time students are admitted to the program. Graduates of engineering and liberal arts schools, as well as business administration graduates, are encouraged to apply for entrance into the program during any semester, including summer school. Since many of the students hold full-time, responsible positions, all graduate courses are offered on a late afternoon or early evening basis. The number of full-time students admitted is limited, and competition for such openings is strong. Preference is given to those applicants with several years of work experience. The University of Richmond does not provide housing for graduate students.

All applicants must present satisfactory undergraduate work in the following courses, or their equivalent, before they are allowed to pursue work in the graduate program: accounting, economics, business law, principles of finance, principles of marketing, organizational theory and human behavior, and quantitative mathematical analysis. These foundation courses are offered as part of the program in classes open only to persons meeting admission requirements. There is no thesis or foreign language requirement.

ADMISSION

Admission is open to all students who have a baccalaureate degree from an accredited college or university.

The minimum standards for admission require an overall grade-point average (GPA) of 2.50 (4.0 basis) and a score on the Graduate Management Admission Test (GMAT) of 450. A GPA or GMAT performance below the above standards must be fully offset by an above-minimum performance on the other measure.

Completed applications with all materials must be received by December 1, April 15, or August 1, in order to gain admission for the ensuing academic term.

EXPENSES

Graduate tuition for the 1980-81 academic year has been set at $120.00 per semester hour for part-time students (less than 9 semester hours) and $2,472.50 per semester for full-time students (9 to 15 semester hours). A $20 nonrefundable application fee is required with each application.

FINANCIAL ASSISTANCE

A limited amount of financial aid is available to full-time students. Additional information is available upon request from the Financial Aid Office.

PLACEMENT

Services of the university Placement Office are available to all graduate students. Representatives of many regional and national firms visit the campus to conduct recruiting interviews.

CORRESPONDENCE

For further information on the M.B.A. program offered at the University of Richmond, write or call

Director of the M.B.A. Program
School of Business
Richard S. Reynolds Graduate Division
University of Richmond
Richmond, Virginia 23173
Telephone: 804-285-6301

The Graduate School of Management

THE UNIVERSITY OF ROCHESTER

ROCHESTER, NEW YORK

The University of Rochester is coeducational, nonsectarian, and privately endowed. The Graduate School of Management (GSM) offers graduate study leading to the degree of Master of Business Administration (M.B.A.) or Doctor of Philosophy (Ph.D.).

PROGRAMS OF STUDY

To earn the M.B.A. degree, students complete 64 credit hours, usually in four semesters of intensive study. Courses include the underlying disciplines of economics, operations research, and applied statistics, plus accounting and computers and information systems. Four credit hours are required in each of the functional areas of finance, marketing, and operations management. Thirty-two hours in elective courses are required, of which at least 12 to 14 credit hours must form a sequence of concentration. The student may choose to concentrate in corporate accounting, public accounting, applied economics, computers and information systems, finance, marketing, management for the nonprofit sector including health care and educational administration, operations management, or another area of special interest. The final course in the concentration is generally a seminar which considers recent theoretical and empirical findings in the area. The remaining electives should be taken in fields related to the student's area of concentration. They may be taken in the Graduate School of Management or in another division of the university. During the final semester, the student is required to take an integrative course in business policy. No thesis is required.

The option to major in public accounting provides a desirable preparation for accounting without adding to the number of courses required for the M.B.A. degree. Graduates then may be certified as having completed the registered curriculum for admission to the C.P.A. examination.

Under the applied economics option, students may choose to concentrate in management for the nonprofit sector. Management students interested in careers in health care or educational administration may take elective courses in the School of Medicine and Dentistry or in the Graduate School of Education and Human Development. An M.B.A.- Ed.D. in educational administration and an M.B.A.-Ph.D. in education are also offered. In conjunction with the School of Medicine and Dentistry, GSM offers a three-year joint M.B.A.-M.S. preventive medicine and community health program.

The Graduate School of Management also offers the Executive Development Program, a special two-year version of the M.B.A. program for company-sponsored middle- and top-management personnel from the western New York area. A brochure describing this program is available.

The Ph.D. degree is designed for full-time students and stresses preparation for a career in teaching and/or research. Students who do not have adequate preparation in mathematics and statistics are invited to spend July and August on campus learning these tools. During the first year students take four courses in either economics or quantitative methods plus elective courses. After the first year they are examined in their core area. In the second year students take courses to prepare for two qualifying exams. The fields available include accounting, applied statistics, computer and information systems, economics, finance, industrial organization, macroeconomics and monetary policy, operations research, operations management, and marketing. There is, in addition, a four-course distribution requirement, but there is no foreign language requirement. In addition to passing the two qualifying exams, students must write an original research paper before the fall of their third year. When these requirements are completed, students are admitted to candidacy and can concentrate on their thesis research. When their thesis is well underway, students present a thesis proposal seminar. If the proposal is acceptable to the faculty, to complete degree requirements the student need only do the research outlined in the proposal and defend the thesis in a final oral examination.

ADMISSION

Admission is granted to graduates of accredited colleges or universities who present good grades, recommendations, and other evidence of competence to pursue graduate study. No particular undergraduate major is required for admission, but some training in statistics and economics is desirable, and the entering student is expected to have a working knowledge of mathematics including a first course in college calculus. The Graduate Management Admission Test (GMAT) is required. Applicants not requesting financial aid must file an application by August 1.

EXPENSES

Tuition for the 1980-81 academic year was $5,300, and it may increase for 1981-82. A 12-month budget for a single student living in one of the residential centers on campus, including tuition and living expenses, is estimated at $11,500; for nine months, $10,000. Graduate housing for married and single students is available on campus in furnished rooms and partially furnished studio, one- and two-bedroom apartments, and two- and three-bedroom townhouses.

FINANCIAL ASSISTANCE

Loans, fellowships, assistantships, and scholarships are available for full-time study. Applications for financial assistance should be filed before February 15.

Loan funds are available from various sources, including loans under the National Direct Student Loan Program. For New York State residents there are grants under the Tuition Assistance Program, and the university is a lender of funds under the Federally Insured Student Loan Program.

PLACEMENT

The Graduate School of Management Placement Office aids GSM students seeking positions in all fields. Seminars on resume preparation, interview techniques, and other procedures are included as part of the program.

CORRESPONDENCE

For further information, write to
Office of the Dean
The Graduate School of Management
The University of Rochester
Rochester, New York 14627

Cameron School of Business

UNIVERSITY OF ST. THOMAS

HOUSTON, TEXAS

The University of St. Thomas is located minutes from downtown Houston. Founded in 1947 as a private, Catholic, church-related, coeducational institution, St. Thomas offers graduate programs in 5 separate areas of study and 33 distinct undergraduate majors leading to the degrees of B.A., B.S., and B.B.A. Of the university's 1,800 students, roughly one-third are enrolled in the Cameron School of Business, and 200 of these are in the Master of Business Administration (M.B.A.) program. The M.B.A. courses are scheduled in the evening in order to best serve the needs of the students, most of whom are young professionals attending the university on a part-time basis.

PROGRAM OF STUDY

The M.B.A. program of the University of St. Thomas is accredited by the Commission on Colleges, Southern Association of Colleges and Schools.

The program consists of 36 semester hours of course work, of which 24 hours are the core requirements. No thesis is required. In addition to the 24-hour core, the program offers 3 areas of concentration: finance, marketing, and international business. Other elective courses include business law, operations research, business communications, and computer and information systems.

The 36-hour course requirement may be reduced on the basis of waivers granted due to appropriate combinations of courses in accounting, business, economics, statistics, and mathematics or on the basis of graduate work completed at other accredited institutions. However, the program maintains a minimum of 30-semester hours of course work completed at the University of St. Thomas. The course requirements may be increased up to nine semester hours if the student lacks an undergraduate background in accounting, economics, mathematics, and statistics.

The program is designed to prepare the student for a successful career in management by developing the essential managerial ability and skill in analyzing, quantifying, and communicating. As such, the course offerings encompass a board range of subjects from economic theory and quantitative techniques to social environment and business ethics. The intent of this breadth of the curriculum is to provide an educational experience not only in management techniques but also in the socioeconomic environment in which management functions.

ADMISSION

Students may enter the program with degrees in business or nonbusiness areas from accredited undergraduate and graduate institutions. All applicants must take the Graduate Management Admission Test (GMAT) to be considered for admission. Admissions decisions are based upon the applicant's undergraduate record, GMAT scores, recommendations from former professors and/or employers, and motivation for graduate study.

Incoming students may begin their studies in the fall, spring, or summer terms. Deadlines for all application materials to be completed and in the office of the Cameron School of Business are June 30 (fall term), November 30 (spring term), and March 31 (summer term).

A $25 nonrefundable application fee is required of all candidates for admission.

EXPENSES

Tuition per semester hour	$110
Building use fee:	
6 semester hours or less	30
more than 6 semester hours	60
Graduation fee	30
Late registration fee	25
Computer lab fee (M.B.A. 5317 only)	25

Tuition and fees are subject to change.

FINANCIAL ASSISTANCE

The university offers a limited number of assistantships and scholarships to qualified students enrolled full time (nine hours per semester). Additionally, the University of St. Thomas participates in a variety of federal and state loan grant programs to aid the student who has a financial need.

CORRESPONDENCE

For additional information, please write or call

Cameron School of Business
University of St. Thomas
3812 Montrose Boulevard
Houston, Texas 77006
Telephone: 713-522-3071 or 713-522-7911

UNIVERSITY OF SAN DIEGO

SAN DIEGO, CALIFORNIA

The University of San Diego (USD) is a small (total enrollment: 4,200), independent, Catholic institution chartered in 1949. Since its inception, USD has welcomed students of all races, creeds, and cultural backgrounds. The USD campus occupies 170 tabletop acres with a commanding view of the Pacific Ocean, Mission Bay, San Diego Harbor, and the surrounding mountains. Ample parking is available on campus, and the academic facilities are modern and comfortable. The weather is unparalleled anywhere in the world.

The School of Business Administration was established in 1972 with the goal of promoting state-of-the-art command of modern business management. The Master of Business Administration (M.B.A.) program was inaugurated two years later. Enrollment in the M.B.A. program numbers about 200, many of whom are executives studying at night.

A friendly campus atmosphere, ample opportunity for close rapport between students and faculty, class sizes which facilitate personal attention, and instructor accessibility are characteristic of the educational environment at the University of San Diego.

PROGRAMS OF STUDY

The evening M.B.A. program is taught by USD's distinguished full-time business faculty. The M.B.A. program embraces 57 semester hours or 2 years (4 semesters) of full-time academic study. All courses are offered during the evening hours, late afternoons, and Saturdays to accommodate students working full time. A summer session is offered to help students complete the program in the shortest possible time. No thesis is required, and there are no comprehensive examinations. No specific undergraduate course prerequisites or fields of concentration are required, but students with prior course work in business administration, economics, or mathematics may have their programs shortened through appropriate course waivers. In any event, M.B.A. degree candidates must earn a minimum of 24 semester hours of graduate credit at USD.

Course requirements for the M.B.A. program are divided into four parts: (1) the preliminary core (24 hours), (2) the management core (18 hours), (3) electives (12 hours), and (4) business policy (3 hours). Students may select, as electives, a maximum of six hours of first-year law courses from the USD School of Law. Also, a joint M.B.A.-J.D. program is offered by the School of Business Administration in cooperation with the School of Law. To be admitted to the joint program, candidates must satisfy the entrance requirements of both schools.

The University of San Diego operates on the 4-1-4 semester system. Fall semester classes begin in early September and end before the Christmas holidays. Spring semester classes begin in late January and end in mid-May. Usually, no graduate classes are offered during the January intersession. Students may enter the program leading to the M.B.A. degree in the fall, spring, or summer session.

ADMISSION

Admission to the M.B.A. program requires a baccalaureate degree from an accredited college or university, a respectable undergraduate grade-point average, an acceptable performance on the Graduate Management Admission Test (GMAT), a completed application form, two complete transcripts of credits from each college or university of attendance, and at least three completed appraisal forms or letters of recommendation. Interviews are encouraged but not required. Applications for admission should be filed two months before the beginning of the semester for which admission is sought.

For applicants from non-English-speaking countries, an acceptable performance (550 minimum) on the Test of English as a Foreign Language (TOEFL) is also required. Such applicants must furnish official records covering all secondary and collegiate work. All records of previous academic work must be translated into English.

EXPENSES

A nonrefundable $20 application fee is payable when application for admission is made. Tuition for the 1980-81 academic year was $140 per semester hour, and a graduate student association fee of $15 (part time) or $25 (full time) is payable each semester. Tuition and fees for an academic year total $3,385 for the full-time student and $1,695 for the part-time student. Total expenses for an academic year, including living expenses but excluding transportation, amount to approximately $6,000 for the unmarried full-time student.

FINANCIAL ASSISTANCE

A limited number of research assistantships are available, but these are awarded to current students. Students in financial need may apply for a National Direct Student Loan (NDSL) through the Director of Financial Aid at USD or for a Federally Insured Student Loan from a participating bank or other commercial lender. The NDSL application must be submitted early in the spring preceding the academic year in which assistance is desired.

PLACEMENT

Placement assistance is provided by the USD Career Development Center.

CORRESPONDENCE

For further information on the M.B.A. program at the University of San Diego, write or call

Coordinator of the M.B.A. Program
School of Business Administration
University of San Diego
San Diego, California 92110
Telephone: 714-291-6480, extension 4228

McLaren College of Business

UNIVERSITY OF SAN FRANCISCO

SAN FRANCISCO, CALIFORNIA

The University of San Francisco (USF), founded in 1855, is San Francisco's first university. Today, USF with 51 acres is the city's largest independent university campus and overlooks downtown, the Bay, Golden Gate Bridge, and the Pacific Ocean. The unique cosmopolitan atmosphere of the city blends a wide variety of cultures, lifestyles, and interests providing an unusual and exciting environment for studying and living. USF's coeducational student body of more than 7,000 represents various geographic areas of the United States and over 80 countries.

The McLaren School of Business Master of Business Administration (M.B.A.) program was established in 1964 with the goal of educating forward-looking managers for a wide range of careers in business as well as industry and government. The 35 distinguished full-time faculty members represent a wide range of disciplines and research interests. The university operates on a semester plan including summer sessons. Graduate students may enroll at the beginning of any of these sessions.

PROGRAMS OF STUDY

Successful completion of the M.B.A. requires course work in the basic disciplines, in the functional areas of business, and in integrative analyses. The structure of the program covers the common body of knowledge and breadth components as suggested by the American Assembly of Collegiate Schools of Business. All courses are taken at the graduate level. The program can be completed in two calendar years on a full-time basis or in two and one-half to four years on a part-time basis, depending on the student's undergraduate preparation. A total of 33 hours of courses numbered M.B.A. 200 or above must be completed plus whatever foundation courses are required.

The M.B.A. program consists of four groupings: (1) foundation courses; (2) management core courses; (3) concentration options or free electives including management, finance and banking, marketing, international business and industrial relations;and (4) management policy courses. Students may also choose a generalized program or the VITA program. The VITA program is a unique approach to the M.B.A. degree. VITA (Values × Information × Techniques → Actualization) was developed to help managers achieve a personal perspective of what is needed to realize overall effectiveness in managerial performance. The specific purposes of VITA are to help students become realistically aware of their professional assets and liabilities; integrate more fully the intellectual, emotional, and moral aspects of their personalities; improve their administrative abilities and skills in specific ways; adopt a rational, goal-oriented life-long approach to their professional growth; and develop to their fullest potential in their chosen fields.

ADMISSION

The program is open to any qualified holder of a bachelor's degree from a recognized college or university, regardless of undergraduate major field of study. Because the program has limited enrollment, admission is highly competitive and only those who can present evidence of their qualifications and potential to participate successfuly in graduate-level studies will be admitted. The Admissions Committee considers both the undergraduate grade-point average (GPA) and the score on the Graduate Management Admission Test (GMAT). As a general guideline, applicants should score a total of 950 or more based on the formula: 200 × the undergraduate GPA (4.0 system) + the GMAT score, to be eligible for admission. Candidates who apply within one year of graduation from undergraduate school must score 1,020 points or more. A GMAT score below 400 is unacceptable. In addition, applicants from non-English speaking countries must also achieve a score of 550 or more on the Test of English as a Foreign Language (TOEFL).

The University of San Francisco admits qualified students of any race, color, and national or ethnic origin. It does not discriminate on the basis of handicap to admission or access to its programs. All programs and facilities are accessible to handicapped persons.

EXPENSES

Tuition for 1980-81 was $155 per unit; however, this amount is expected to rise during the 1981-82 academic year. Living costs for a single student are estimated at an average of $2,545 per year. Campus housing is available as well as sufficient off-campus housing near the university.

FINANCIAL ASSISTANCE

A limited number of work-study awards and student assistantships are granted to students each semester. Full information on loan programs can be obtained by contacting the Financial Aid Office.

PLACEMENT

The university maintains a central placement office which assists students in career planning and job search.

CORRESPONDENCE

For further information contact

Dr. Bernard L. Martin, Dean
M.B.A. Program, Campion C6
McLaren College of Business
University of San Francisco
San Francisco, California 94117
Telephone: 415-666-6771

UNIVERSITY OF SANTA CLARA

SANTA CLARA, CALIFORNIA

The University of Santa Clara is 46 miles from San Francisco near the southern tip of the bay in an area that is rich in opportunities for learning. The campus is situated in the midst of one of the nation's great concentrations of high-technology industry and of professional and scientific activity. Many nearby firms and social agencies are world leaders in the search for solutions to man's most critical problems. The cultural and entertainment centers of San Francisco, Berkeley, Oakland, and Marin County are within one hour's travel by bus, train, or car. In the opposite direction, about 30 minutes away, are the beaches of Santa Cruz on the Pacific Ocean, and less than 2 hours' drive is world-famous Monterey Peninsula and Carmel.

PROGRAMS OF STUDY

The Board of Trustees established the School of Business and Administration as an integral part of the University of Santa Clara in 1926. The four-year curriculum was approved in 1927. The Graduate School of Business and Administration was established in 1958.

There are four major divisions:

(1) School of Business and Administration (undergraduate—four years) B.S.C. degree,
(2) Graduate School of Business and Administration (M.S. in applied economics, M.B.A.-agribusiness, M.B.A., Ph.D., J.D.-M.B.A. degrees),
(3) The Center for Leadership Development,
(4) The Institute of Agribusiness.

There are six departments within the school—accounting, economics, finance, management, marketing, and quantitative methods.

The Graduate School of Business and Administration correlates the general educational aims of the university with preparation in meeting the general and specific problems of industry, commerce, and institutions of various types. The specific aims are to supply professional training for those who are aiming at responsible positions in corporations, in their own businesses, in professional organizations serving business, or in government agencies; and to provide work at both the master's and doctoral levels.

To assist students to develop the attributes of business leadership, the graduate program leading to the degree of Master of Business Administration stresses the significance of the orientation of business to a dynamic society and the problems of control of the increasingly complex aspects of the economy. The curriculum is focused on the problems of business but is intended to be broad and general rather than vocational.

Graduate courses are offered during three quarters and one summer session each year, starting in September, January, March, and June. Classes are scheduled during the late afternoon and evening periods to allow graduate students employed during the day to complete the requirements for the M.B.A. degree.

ADMISSION

Requirements for admission for any graduate degree program give recognition to the differences among candidates in educational background and experience.

The M.B.A. program can be built upon undergraduate work in engineering, business, arts and sciences, and other areas. A candidate for admission must have a bachelor's degree from an institution of accepted standing.

The procedures for application are as follows: Submit application form in duplicate. While application forms, Graduate Management Admission Test (GMAT) score, and transcripts must be on file with the Graduate School of Business at least 10 weeks prior to the date of registration, the M.B.A. Committee may change this date whenever the quota for a given quarter is filled. Before an application can be evaluated, all transcripts of college credit and the GMAT score must be on file at the university. Students should write directly to the registrar of each school of collegiate grade attended and listed on the application and have two transcripts sent directly to the University of Santa Clara. A $20 application fee and two recommendations are required.

EXPENSES

Tuition is $100 per quarter unit. There is a $5 registration fee payable each quarter.

Dormitory space is open to graduate students only on space-available basis after undergraduate requirements have been met. Inquiries should be sent to Director of Housing.

FINANCIAL ASSISTANCE

Financial assistance is awarded on the basis of academic record and financial need. It is available in the form of scholarships, loans, deferred-payment plans, and jobs, including work-study. The school offers a limited number of scholarships to outstanding graduate students. In selecting students to receive financial aid, evidence of financial need is required. Financial aid applications are available from the Graduate School of Business and Administration Office.

Because scholarships and grants are limited, many students applying for aid find the most advantageous method of financing their education is through a loan program. Among those available to students are the National Direct Student Loan Program and Federally Insured Student Loans. It is also possible for graduate students who are residents of California to apply to the California State Scholarship and Loan Commission for graduate fellowships. Application forms and further information may be obtained from the Office of Financial Aids.

PLACEMENT

The university maintains a placement service which serves students who are interested in obtaining part-time employment during their school program and full-time employment upon graduation.

CORRESPONDENCE

Applications, GMAT score, transcripts, recommendations, and requests for information should be addressed to

Director of Graduate Education
Graduate School of Business and Administration
University of Santa Clara
Santa Clara, California 95053

UNIVERSITY OF SASKATCHEWAN

SASKATOON, SASKATCHEWAN, CANADA

Education in business at the University of Saskatchewan commenced in 1914. The college is located in the Commerce Building which was formally opened in March 1968. A computer center, equipped with a DEC 2060, is located in the same building complex. The Saskatoon campus of the University of Saskatchewan, with 10,500 undergraduate and 950 graduate students, is located in Saskatoon, a city having a population of approximately 140,000.

PROGRAM OF STUDY

The objective of the program is to prepare students for managerial positions. The emphasis is directed toward the development of an ability to adjust to a changing administrative environment. Consequently, the objectives of the Master of Business Administration (M.B.A.) program are to develop intellectual curiosity, a receptive attitude to innovation, perhaps some dissatisfaction with the traditional way of doing things, a commitment to modern scientific methods, and a respect for continuing research.

In addition to providing the opportunity for advanced study to students who hold undergraduate degrees in business administration, the program is designed to supply the formal academic training for those persons whose undergraduate education has been in academic disciplines other than business, but whose future careers are likely to involve managerial activity.

The academic year (September to April) is divided into a fall and spring term. Sixteen and one-half hours per week each term constitute a normal course load for the first-year student. Second-year students take a 15-hour course of study.

In the first year of the program, the study of economics and management provides a broad understanding of administrative decision making and the business environment. The necessary quantitative skills are introduced by classes in computational science, operations research, and statistics. Courses are also offered in the functional areas of accounting, industrial relations, finance, and marketing.

The second year of the program includes two required courses in business policy. The thesis option requires an additional four classes and a thesis under the supervision of faculty. The nonthesis option requires a seminar in business research methodology and an additional seven classes.

Exemption from certain first-year classes may be granted upon demonstration of competence in the specific areas.

ADMISSION

The Master of Business Administration program requires no specific undergraduate degree for admission to the program. In accordance with the normal admissions requirements of the College of Graduate Studies, applicants must hold a baccalaureate degree in a four-year program from an accredited institution, have maintained a B or Division II average or better in the last two years of undergraduate training, and have proficiency in the English language.

Graduates of the four-year program of the College of Commerce, or its equivalent, can normally complete the program within one year. Students whose undergraduate degrees are in disciplines other than business should plan on two years to complete the program.

As enrollment in the program is limited, admission is competitive. The Graduate Studies Committee pays particular attention to the student's undergraduate record and scores on the Graduate Management Admission Test (GMAT).

Applicants are required to submit (1) application forms for admission to the College of Graduate Studies; (2) two letters of recommendation, preferably from former professors who are in a position to assess the applicant's ability to undertake graduate study; (3) two copies of transcripts of all previous academic pursuits; and (4) scores on the GMAT. Foreign students, whose native language is not English, are required to demonstrate their proficiency in English by taking the Test of English as a Foreign Language (TOEFL).

EXPENSES

Single persons should plan for a minimum expenditure of $4,900. This figure includes the cost of tuition and student fees ($722 per year), room and board, and personal items.

Residence accommodation is available on campus for both single and married students. Since a significant demand exists, those who desire campus residence should be sure that their applications are received well in advance of the commencement of the fall term. Room with board and self-contained suites or apartments can usually be obtained within walking distance of the university or close to public transportation. Parking facilities are available on campus.

FINANCIAL ASSISTANCE

The College of Commerce offers a number of assistantships to graduate students to help faculty members in grading and supervising undergraduate work and in doing research. All successful applicants are automatically considered for financial assistance administered by the college. Separate application is not necessary.

CORRESPONDENCE

For further information, please write or call

Director of Graduate Business Studies
College of Commerce
University of Saskatchewan
Saskatoon, Saskatchewan, Canada S7N 0W0
Telephone: 306-343-3761

UNIVERSITY OF SCRANTON

SCRANTON, PENNSYLVANIA

The University of Scranton is located approximately 120 miles from New York City and 120 miles from Philadelphia. The area offers excellent opportunities for year-round recreational activities in the Pocono Mountains and short travel times to major metropolitan areas. The campus is located in Scranton, a city of 100,000 people in Northeastern Pennsylvania.

The University of Scranton, the oldest Catholic institution of higher education in Northeastern Pennsylvania, was founded in 1888 as Saint Thomas College. It is chartered under the laws of the Commonwealth of Pennsylvania and empowered to confer bachelor's and master's degrees in the arts, sciences, business administration, and education. In 1938 Saint Thomas College became the University of Scranton; four years later the Society of Jesus acquired title from the Catholic Diocese of Scranton and administrative control from the Brothers of the Christian Schools. Thus Scranton became the 24th of the 28 Jesuit colleges and universities in the United States. Current enrollment at the university is 4,300. The Master of Business Administration (M.B.A.) program has approximately 300 students.

Graduate courses in the M.B.A. program are predominantly taught by full-time faculty members of the School of Management who have extensive professional experience and who have earned doctoral degrees from prestigious institutions.

PROGRAM OF STUDY

M.B.A. students attend classes in the evenings on either a full-time or part-time basis. Students may specialize in accounting, finance, personnel and labor relations, operations and production, or marketing. The M.B.A. curriculum includes: foundation courses, core courses, and advanced electives. The curriculum is designed for students with or without an undergraduate business degree. Students with business degrees can normally complete the M.B.A. program by satisfying the core and advanced elective requirements. Students with nonbusiness undergraduate degrees will be required to complete some or all of the foundation courses. The foundation courses include: micro- and macroeconomic theory, accounting and information systems, quantitative methods and statistics, management principles, marketing, finance, and business law.

The core of the M.B.A. program is designed to give students broad-based management skills at the graduate level. Courses in managerial economics, managerial accounting, management science, organizational behavior, marketing. finance, and business policy allow students to widen their perspective and communicate more effectively with managers in other functional areas.

Advanced electives allow the student to deepen his knowledge in one functional area of business.

ADMISSION

The basic policy of the school is to select for the M.B.A. program those men and women whose intellectual ability and leadership potential qualify them for careers in management. Admission is based on the following criteria: performance on the Graduate Management Admission Test (GMAT), overall grade-point average (GPA) rank in graduating class, managerial experience, and other earned graduate degrees.

Applicants should have a total of at least 950 points based on the formula: 200 × the undergraduate GPA + GMAT score. A maximum of six graduate credits may be transferred to the University of Scranton. All foundation course credits may be transferred. Foreign students, whose native language is not English, are required to demonstrate their proficiency in Engish by achieving a score of at least 500 on the Test of English as a Foreign Language.

Applications should be make two months in advance of the entering dates in September and February.

EXPENSES

Average expenses for 1980-81 were as follows: tuition, $87 per credit hour, and room and board, approximately $1,620 per semester.

FINANCIAL ASSISTANCE

A limited number of graduate assistantships are available for full-time students. Students receiving an assistantship are entitled to a waiver of tuition and fees plus a stipend.

PLACEMENT

The Office of Career Services maintains a full range of services for all degree candidates.

CORRESPONDENCE

For additional information or to request an application for admission, please write or call

The Graduate School
University of Scranton
Scranton, Pennsylvania 18510
Telephone: 717-961-7600

UNIVERSITY OF SHEFFIELD

SHEFFIELD, YORKS, ENGLAND

The Division of Economic Studies of the University of Sheffield provides both postgraduate and undergraduate programs in business studies, in addition to programs in economics and in accounting and financial management. The Postgraduate Business Program covers the usual spectrum of business disciplines, functions, and skills and is intended to provide an opportunity for men and women to develop the attitudes, knowledge, and skills that will constitute a foundation for their development into competent and responsible business managers.

The course is designed for those who have relatively little experience of the wide range of problems encountered in business today and who wish to examine some of the concepts and techniques employed. It is not intended for those with a first degree in business. It may be followed either on a part-time or a full-time basis.

PROGRAMS OF STUDY

Students may be registered initially either for the Postgraduate Diploma in Business Studies or the degree of Master of Business Administration (M.B.A.) depending on qualifications. All students follow a core of interrelated courses taught during the academic year, commencing at the beginning of October and lasting until June. The core courses are, in general, intended to provide training in the range of disciplines and functions relevant to business management and expertise in decision-making techniques useful to the executive. Emphasis is placed on the steady development of the student's analytical skills in practical business situations. The core courses of the program include organizational behavior, quantitative analysis, marketing management, financial management, business economics, and business policy.

A variety of teaching methods are employed in the program. Special emphasis is placed upon student participation by the use of the case method, seminars, and syndicates. Lectures and problem-solving sessions are used where appropriate. In addition to formal teaching, a series of seminars is conducted by invited executives.

The course is assessed, both by continuous and traditional methods. Projects, exercises, problems, essays, and case analyses are used in assessing performance during the year, and a series of written examinations is held in June.

Students registered initially for the degree of M.B.A. and diploma students who achieve a Division I pass in the examinations then proceed to a research project which forms the second part of the program. The research must be undertaken during the three months immediately following the end of the academic year in which the taught courses were completed. The research project may take the form of an investigation of a particular managerial problem in one or a few firms or an analysis of statistical or documentary data, including a review of the literature concerned with a particular business problem. A dissertation based on the research project must then be presented. The degree of M.B.A. is awarded to candidates who successfully complete both parts of the program.

ADMISSION

Entry requirements are flexible. Selection for the program is based on applicants' proven academic ability, motivation, and potential as managers. The normal minimum educational requirement is a second-class honors degree in any subject from a British university or the equivalent from an overseas institution. In addition, nongraduates who hold professional qualifications approved by the Senate for entry purposes may apply. The major accountancy and engineering professional qualifications have been approved. The H.N.D. in business studies is not, however, a sufficient qualification for entry. Applicants are required to take the Graduate Management Admission Test (GMAT). The median age of recent class memberships has been 25, and about half have at least three years' business experience.

Students who hold commonwealth, overseas, or foreign qualifications should note that selection standards for places on the program are high. The successful completion of the program necessitates mastery of English. Such evidence may be adduced by requiring the candidate to take the Test of English as a Foreign Language (TOEFL).

Applications should reach the Director no later than June 1, although later applications may be considered if places are still available.

EXPENSES

Tuition fees are subject to revision each year, and up-to-date information will be available to applicants at the appropriate time. Current fees (1980-81) are £1,200 for United Kingdom (U.K.) students or £2,100 for overseas students. Financial support is available to suitably qualified U.K. students through the TOPS Scheme, but overseas applicants should note that the Director is seldom able to offer assistance from U.K. sources to nonBritish students. Applicants intending to finance themselves should allow at least £200 per month for living expenses.

CORRESPONDENCE

For further information, please write or call

Director
The Postgraduate Business Program
Division of Economic Studies
University of Sheffield, Sheffield S10 2TN
Yorks, United Kingdom
Telephone: 0742-78555

UNIVERSITY OF SOUTH ALABAMA

MOBILE, ALABAMA

The University of South Alabama is relatively young, having been created by act of the Alabama State Legislature in May 1963. The university is strategically located in the greater Mobile area which has a population of more than a million within a 100-mile radius. This area which lies along the Gulf Coast is semitropical with a mean temperature of 67.5°; most outdoor sports and recreation are pursued 12 months of the year. Some flowers or plants are in bloom throughout the year, particularly the azaleas in early spring. The city is famous also for the Senior Bowl, the America's Junior Miss Pageant, its Mardi Gras celebration, and its beach and river activities.

The University of South Alabama occupies a large picturesque 1200-acre campus located in the western section of Mobile known as Spring Hill. It also owns 327 acres on Mobile Bay, occupied by the Brookley Center. The university maintains a subdivision of 755 homes occupied by married students attending the university. The Main Campus adjoins the 750-acre Municipal Park with its extensive recreational facilities, including the Azalea City Golf Club.

The College of Business and Management, an integral part of the university, has an enrollment of approximately 1,800 undergraduate and 140 graduate students.

PROGRAM OF STUDY

The Master of Business Administration degree program is designed to enable individuals to study advanced concepts of business, industry, and government operations. The program is intended for both the active manager or technical supervisor as well as the recent graduate who is interested in advanced study in the field of business. The program includes management, accounting, finance, quantitative methods, marketing, and economics. A concentration in accounting is available.

The M.B.A. program of the University of South Alabama is a night program which accommodates students who work full time during the day. It is designed for a student to take two courses a quarter to complete his program in six quarters (exclusive of summer quarter) if he takes the general option, or seven quarters if he selects the accounting option. All students selecting the accounting option must attend summer school. Those without a business degree may require additional hours of work to complete foundation courses.

For the M.B.A. degree in general business 48 quarter hours are required; for the M.B.A. concentration in accounting, 56 quarter hours (available only to students who do not have an undergraduate degree in accounting).

ADMISSION

Admission to the M.B.A. program is limited to holders of baccalaureate degrees from regionally accredited institutions. Applicants must also present evidence, including admission test scores and undergraduate records, indicating high promise of success in study at the graduate level.

Applicants to the Graduate School may be admitted in two categories:

1. *full standing*, which requires all of the following:

- a bachelor's degree from an accredited institute of higher education,
- a minimal grade-point average of 3.00 on all undergraduate work (A = 4.00),
- sufficient prerequisite courses in business and management for graduate study, and
- an adequate GMAT score.

2. *conditionally admitted student* for those who do not meet the above requirements but who have

- a bachelor's degree from an institution of higher education,
- a minimal grade-point average of 2.30 on all undergraduate work (A = 4.00) or 2.75 on the last 96 hours of college work, and
- an adequate score on the GMAT using the AACSB formula.

A conditionally admitted student will qualify as a student in full standing upon the completion of a minimum of 12 quarter hours of graduate credit with a B average or better.

The university operates on the quarter system. Applicants may apply for admission for fall, winter, spring, or summer quarter. Quarters begin in September, January, March, and June; completed applications and supporting documents should be in the admissions office at least five weeks prior to the beginning of classes.

EXPENSES

Current fees, on a per-quarter basis, are as follows:

Application fee, nonrefundable	$10
Course fee, per quarter hour	23
Other fees, approximately	10

Since personal expenses including books, supplies, and food and living expenses vary, no attempt is made to estimate such costs; however, they probably range at the lower end of the scale when compared with a cross section of all universities.

FINANCIAL ASSISTANCE

The College of Business and Management Studies has established a limited number of full or partial graduate assistantships for students enrolled or contemplating enrollment in its M.B.A. program. These assistantships, which require a minimum of 12 hours work per week, help defray part of a student's expense.

PLACEMENT

The University Placement Office is active in recruiting and maintains placement files for graduates.

CORRESPONDENCE

Inquiries should be directed to
Director of Graduate Studies
College of Business and Management Studies
Business and Management Building
University of South Alabama
Mobile, Alabama 36688
Telephone: 205-460-6180

UNIVERSITY OF SOUTH CAROLINA

COLUMBIA, SOUTH CAROLINA

The University of South Carolina, chartered in 1801, is a state-supported, coeducational institution located in the state's capital city. Academically, the university consists of 14 schools and colleges offering degrees at the associate, baccalaureate, master's, and doctoral levels.

The College of Business Administration occupies a modern eight-story building housing some of the finest instructional facilities and resources in the nation. Approximately 900 graduate students are currently enrolled in the college. Both the college's undergraduate and graduate programs are accredited by the AACSB.

PROGRAMS OF STUDY

As a comprehensive graduate school of business, the college offers degree programs in business administration and in economics. Areas of specialization within the various degree programs include accounting, banking, corporate finance, economics, industrial organization and public policy, insurance, international business, investments, health care administration, management science, marketing, organizational behavior, production management, real estate, strategic management and business policy, and urban economics.

The Master of Business Administration (M.B.A.) program serves the needs of junior-level business executives seeking advanced-degree work, as well as the needs of students seeking advanced training in business administration prior to entering the business community. The M.B.A. program includes preparatory courses in written communications, elementary mathematics, computer fundamentals, marketing, management, accounting, and finance for entering students who need additional training in these areas. The regular body of the program includes four functional areas, two integrative courses, and three electives. The three electives allow the student to specialize in any of the many areas of business administration and economics listed above. A unique feature of the M.B.A. program is the summer internship or field study which gives the student practical business experience through assigned work with a participating company. The program usually consists of 69 hours, and there are no thesis or language requirements.

The Master of International Business Studies (M.I.B.S.) program is a two-year course of study designed for students interested in a career with firms engaged in multinational business. The program includes intensive language study either in French, German, Portuguese, or Spanish and course work that develops functional business skills with international concepts as well as environmental understanding. Depending upon their language track, students are assigned to a cooperating multinational firm for an internship in France, Belgium, Germany, Columbia, or Brazil. Foreign nationals intern in the United States.

The Master of Science (M.S.) in business administration, which is designed for students seeking specialization within a business field, involves intensive course work in any of the areas of specialization listed above. Course requirements include a minimum of 24 hours of approved course work plus 6 hours of thesis credit, the preparation of an acceptable thesis, and passing an oral examination upon completion of the course work.

The Master of Arts and Ph.D. programs in economics prepare students for careers as professional economists in government and business or for teaching and research positions at the university level. Requirements for the master's degree in economics are the same as for the M.S. in business administration. The Ph.D. normally requires three years of full-time work beyond the bachelor's degree.

The Ph.D. in business administration is designed for students of outstanding ability who wish to do advanced work in preparation for careers in university teaching and research, business, and/or government.

In cooperation with the University of South Carolina Law School, the College of Business Administration offers combined degree programs which permit the student to obtain both the Juris Doctor and either the M.B.A. or Master of Arts in economics in approximately four years.

ADMISSION

Admission to all programs within the college is selective and based upon a consideration of the applicant's aptitude for successful graduate work in business or economics as indicated by (1) acceptable scores on the Graduate Management Admission Test, (2) the quality of previous academic work, (3) letters of recommendation, and (4) work experience. Admission to most degree programs is on a semester basis with the exception of the M.B.A. and M.I.B.S. programs which have a once-a-year admissions policy. Students admitted into these programs begin either in the summer or fall depending upon course exemptions.

EXPENSES

Basic academic expenses for a single student per semester are as follows:

Tuition (in state and out of state)	$520
University housing, per month	126-231

FINANCIAL ASSISTANCE

The university and the College of Business Administration extend grants to graduate students in the form of fellowships and graduate assistantships. Recipients not only receive a stipend but also qualify for reduced fees and tuition. Awards are made on a competitive basis and range from $1,200 to $2,500 for master's students and up to $6,000 for doctoral candidates.

PLACEMENT

The college operates its own placement service as well as cooperates with the university placement bureau. Local, state, and national employers regularly visit the campus in search of qualified business candidates. Individual faculty members also assist with recruitment as do successful alumni.

CORRESPONDENCE

For further information or to request an application for admission, write or call

Director of Graduate Studies
College of Business Administration
University of South Carolina
Columbia, South Carolina 29208
Telephone: 803-777-2306

UNIVERSITY OF SOUTH DAKOTA

VERMILLION, SOUTH DAKOTA

The University of South Dakota is an institution of 5,500 students located in the extreme southeastern part of the state. The School of Business was established in 1927 and is primarily an undergraduate school with students admitted at the beginning of the junior year. The Master of Business Administration (M.B.A.) program was inaugurated in 1958.

PROGRAMS OF STUDY

Rather than offering narrow specialization, the M.B.A. program at the University of South Dakota is broad in nature and aimed at development of general competence in management and the decision-making process and an understanding of the role of business in society.

Students who enter with 30 semester hours of undergraduate work in business administration, economics, and accounting can expect to complete the degree in one calendar year. These 30 hours include accounting (6 hours), economics (9 hours), business finance (3 hours), marketing (3 hours), statistics (3 hours), business law (3 hours), and management (3 hours). The time is extended from a minimum of one summer session to a maximum of one year for those who have not completed this work.

The required courses beyond the undergraduate core listed above are the following:

First Semester	*Hours*
Managerial Economics	3
Financial Administration	3
Elective	3
Quantitative Analysis	3
Second Semester	
Business and Its Environment	3
Managerial Accounting	3
Organization Theory and Behavior	3
Elective	3
Summer	
Production	3
Administrative Policy	3
Marketing Administration	3

Although a graduate program is a group of required and elective courses, each of which has clearly defined objectives, it should be more than this. There should be objectives which go beyond the individual courses and which may not be directly related to the academic content of the courses. Among these objectives are

- the development of professional attitudes, goals, and aspirations among the candidates;
- the attempt to help the candidates correct personal shortcomings noted by the faculty in such things as speech, written communication, and personal appearance;
- the speeding of the process of maturing and personal development so that the candidates will, at an early date, be willing and able to assume responsible roles in business and in their community.

Close student-teacher relationships develop through which these goals can be reached.

At least one required graduate course is offered each semester in the part-time evening program. The courses offered are alternated, making it convenient to complete the M.B.A. on a part-time basis.

A combined law-M.B.A. program is also offered at the university. Students enrolled in the Law School, if admitted to the M.B.A. program, may elect one required M.B.A. course a semester during their junior and senior years. Up to nine hours of this work may be used in fulfilling the requirements for the Juris Doctor (J.D.) degree. Up to nine hours of work taken in the Law School may also be counted toward the M.B.A. degree. Those who have completed the undergraduate preparation in business may be able to eam both the J.D. and M.B.A. degrees in three and one-half years. Those who do not have the undergraduate preparation may be able to complete this during the summer sessions. For further information contact either the Dean of the Law School or the Director of the M.B.A. Program.

ADMISSION

Enrollment is limited to graduates of accredited colleges or universities. Criteria for admission include consideration of each of the following factors:

- a 2.75 grade-point average for the junior and senior years,
- a minimum of 450 points on the Graduate Management Admission Test (GMAT).

Where the applicant's undergraduate record is unclear, a written qualifying examination may be required in one or a number of business disciplines.

EXPENSES

Approximate figures, per semester:

	S.D. resident	*Nonresident*
Tuition	$ 405	$ 763
Fees	95	95
Room and board	760	760
Books and supplies	150	150
	$1,410	$1,768

FINANCIAL ASSISTANCE

A limited number of graduate assistantships are available. Selection is based on academic record and need. Applications should be sent to the Director of the M.B.A. Program.

PLACEMENT

The School of Business maintains its own placement office which is visited each year by representatives of approximately 175 companies from all sections of the country.

CORRESPONDENCE

Students may obtain further information by writing or calling

Director
M.B.A. Program
School of Business
University of South Dakota
Vermillion, South Dakota 57069
Telephone: 605-677-5232

UNIVERSITY OF SOUTH FLORIDA

TAMPA, FLORIDA

The University of South Florida, one of the nine state universities in the State University System, is located in the Tampa Bay and Gulf Coast area of Florida. The main campus is situated on 1,700 acres to the north of the city of Tampa, thus providing the university with the advantages of a major metropolitan area. Branch campuses are located in St. Petersburg, Sarasota, and Fort Myers.

Since its opening in 1960, the University of South Florida has graduated 55,500 students. Its current enrollment of approximately 25,000 makes it the second largest university in the state. The College of Business Administration with an enrollment of 4,800 undergraduate students and 500 graduate students is one of nine colleges within the university. The College of Business Administration is housed in the new Chester Howell Ferguson Hall, a uniquely designed and energy-efficient building. This facility is ideally designed to meet the needs of graduate education and houses the latest in modern educational support equipment.

PROGRAMS OF STUDY

The objective of the Master of Business Administration (M.B.A.) program is to prepare graduates to assume increasingly responsible positions in management, in both the private and public sectors. The program permits the student to develop analytical, problem-solving, managerial, and decision-making capabilities and to provide the knowledge essential for solving managerial problems. Although emphasis in the M.B.A. program is on preparation for general management responsibilities, students may develop specialized knowledge through choice of elective courses. The 60 semester-hour program (36-hour minimum) is designed to meet the needs of qualified men and women with degrees in the liberal arts, engineering, the sciences, and humanities as well as those with prior preparation in business administration. Prior work in business and economics may provide waivers in some of the required courses. The full-time student without course waivers will require two years to complete the program. Part-time students can complete all work in a reasonable period. Courses are scheduled during the day and evenings to accommodate both full-time and part-time students.

The Master of Science in management program is designed to offer specialization in the field of management as a discipline with exposure to both quantitative and qualitative aspects of managerial activity. Students are chosen from practicing managers as well as from those aspiring to a career in management. The program is a 52 semester-hour (31-hour minimum) integrated program rather than a set of courses. Students with prior academic work in selected courses may reduce the program by waiver toward the 31-hour minimum. The full-time student without course waivers will require two years to complete the program, while part-time students will require longer.

The Master of Accountancy program is designed to meet the increasing needs of business, government, and professional accounting for persons who have training in accounting as well as a background in such areas as quantitative methods, economic analysis, and management science. For the student who has the equivalency of an undergraduate major in accounting, the program consists of approximately 36 semester hours. A minimum of 15 semester hours is devoted to the study of professional accounting. Another 15 semester hours of the program consists of study in business related fields. The remaining six hours are electives with a three-semester-hour limit in accounting.

The Master of Arts in economics program has been developed to equip the student for responsible positions in professional economics as well as related industrial and governmental pursuits that require an economics background. The master's program in economics is a degree in general economics built around a core of economic theory, history of economic thought, and economic statistics supplemented by additional theory and methodological requirements. Electives permit the student to pursue individual interests without sacrificing the structure necessary for substantive analysis. The student is required to complete a minimum of 30 semester hours including both course work and an optional thesis to qualify for the M.A. in economics.

ADMISSION

Admission is open to all qualified men and women who hold a bachelor's degree from an accredited institution. Prior study in business or economics is not a requirement. Admission is granted to those highly motivated applicants whose records show high academic promise and managerial talent.

The Graduate Management Admission Test is required of all applicants except those applying for the economics program which requires the Graduate Record Examinations. The Test of English as a Foreign Language is required of all foreign students. Students are expected to enter programs for the fall or winter semester.

EXPENSES

Per semester, estimated	*In state*	*Out of state**
Tuition, per semester hour	$33	$93

*Limited out-of-state fee waivers are available.

FINANCIAL ASSISTANCE

Financial assistance is available through fellowships, scholarships, graduate assistantships, fee waivers, loans, and on-campus or local employment.

PLACEMENT

The Career Planning and Placement Center Division of Administrative Services assists students and alumni in realizing their career objectives.

CORRESPONDENCE

For further information, write or call
Director of Graduate Studies
College of Business Administration
University of South Florida
Tampa, Florida 33620
Telephone: 813-974-4281

Graduate School of Business Administration

UNIVERSITY OF SOUTHERN CALIFORNIA

LOS ANGELES, CALIFORNIA

The University of Southern California is a large private, nonsectarian, urban university. It is a member of the American Association of Universities. The university's location near the center of the Los Angeles metropolitan area offers students unlimited opportunities to become thoroughly acquainted with all types of business.

The Graduate School of Business Administration (GSBA) has a present graduate enrollment of 1,328, including 660 full-time master's candidates, 668 part-time master's candidates, and 60 Ph.D. candidates.

The school has a computer center exclusively for its own use, and every graduate student has an opportunity to become proficient in computer operation and application. Graduate students may also make full use of a management laboratory equipped with one-way vision glass, audio and video tape recorders, three experimental rooms, and an observation room; the Roy P. Crocker business library of 80,000 working volumes; and Doheney Library.

PROGRAMS OF STUDY

M.B.A. programs are broad in nature and aimed at general competence for overall management and business statesmanship. Major objectives are to help each student acquire a proper orientation to business, develop skill in using tools of analysis, understand the functional areas of business, begin the development of an analytical point of view, and develop a capacity for adapting to change.

A student begins course work during the two-year M.B.A. program by completing the core program the first year. During this first year, all required courses are taught using various teaching techniques: case, lecture, simulation, and group projects. In addition, students participate in a management internship program which is designed as a problem-integrating experience with Los Angeles firms.

The second year of the M.B.A. program incorporates a final required policy course and elective tracks in such areas as: management decision systems, real estate, investments, financial institutions, international finance, consumer behavior, logistics and distribution management, marketing research, marketing management, professional accounting, managerial accounting, accounting information systems, operations management, planning and environment, and human resources management.

Students holding bachelor's degrees in business have the opportunity to waive some of the first-year requirements through examination or evaluation of course credits, thereby reducing the total number of credits to be taken.

In addition to the M.B.A. program, the school offers the Master of Science in management science and Master of Science in organizational behavior programs. The School of Accounting offers the Master of Accounting and Master of Business Taxation programs.

Those whose family or career responsibilities prevent their attending school full time may take an evening program in pursuit of any of the master's degrees. Requirements are identical to the full-time programs, and regular full-time faculty conduct most of the courses.

The Ph.D. program in business administration is designed to prepare students for careers in teaching at the university level and in research for business, government, or research organizations. The program consists of four phases: (1) screening, (2) advanced course work, (3) qualifying examinations, and (4) dissertation. Early in the program students must demonstrate competence in quantitative methods as well as an ability to research areas in their major field. A core of doctoral seminars is taken by all students, in addition to course work in their major and minor fields. The minor may be selected from other schools at the university.

The fields and areas include accounting, business economics, finance, corporate strategy, futures research, information systems, management science, marketing, and organizational behavior. The Ph.D. program is full time, and substantial financial aid is available.

ADMISSION

Applicants should have a bachelor's degree from an accredited institution and must take the Graduate Management Admission Test for all master's programs and the Graduate Record Examinations for the Ph.D. program. No specific course prerequisites, majors, or areas of concentration are required. Applications should be filed at least six months prior to desired entrance.

EXPENSES

Full-time students may use the following general guide*:

Tuition (full-time), per term	$3,150
Room and board (in university housing)	1,500
Books and supplies	175-200
Health and miscellaneous fees, per semester	60-400
Parking, per semester (optional)	70
Athletic activity book (optional)	30
Tuition, per unit (for part-time students)	210

*Figures are estimated per semester.

FINANCIAL ASSISTANCE

A number of fellowships of varying amounts are available each year. Applicants who wish to be considered for fellowships must file the GSBA Application for Admission and Financial Aid before March 1. Awards are announced by April 15 and become effective in September. In addition to long-term student loans, work-study, and deferred tuition, the school participates in the Consortium for Graduate Study in Management, a fellowship program for minority students.

PLACEMENT

Placement services are offered by the GSBA Career Services Office as well as by the university's Career Planning and Placement Center. Students may interview in both facilities. Additionally, the school offers a range of career services and distributes a book of personal resumes of GSBA students to over 400 firms. Job and career seminars are held each year.

CORRESPONDENCE

For further information, write or call

Director of Admissions
Graduate School of Business Administration
University of Southern California
Los Angeles, California 90007
Telephone: 213-741-2424

UNIVERSITY OF SOUTHERN MISSISSIPPI

HATTIESBURG, MISSISSIPPI

A graduate program in the College of Business Administration was established in 1959. The present graduate enrollment is over 200 with the majority attending as night part-time students.

PROGRAMS OF STUDY

The College of Business Administration offers programs of study leading to the degrees of Master of Business Administration (M.B.A.), Master of Professional Accountancy, and Master of Science in economics.

The primary purpose of the M.B.A. is to prepare students for responsible positions in business and industry. It is also useful as preparatory graduate work for the doctoral degree as well as for teaching in junior and senior colleges. Many part-time students with technical and other specialized undergraduate degrees use the M.B.A. as an aid in making the transition into the management area.

The School of Professional Accountancy offers the Master of Professional Accountancy degree. This program prepares students for professional accountancy positions in public accounting, industry, and government. It opens the door to additional graduate work at the doctoral level and to teaching positions in higher education. Students are well prepared to take the C.P.A. examination upon the completion of this program.

The Department of Economics offers programs leading to the Master of Science with majors in economics, as well as the M.B.A. with field emphasis in economics. The purpose of these programs is to prepare students for positions as economists in education, business, and government.

Each program requires a 33-semester-hour curriculum which includes a basic integrated core of required courses supplemented with courses in a field of emphasis and one elective. Fields of emphasis are in accounting, economics, finance, management, marketing, real estate, and public administration. One elective may be chosen within the College of Business graduate offerings or from such fields as computer science, psychology, or mathematics.

Students with an undergraduate degree from an approved school of business ordinarily complete the requirements for the master's degree in one calendar year. To serve part-time students, core requirements are offered at night at least once a year. Other courses are also scheduled to facilitate planning a night curriculum. Students with undergraduate work in fields other than business and electing the master's may be required to complete up to 27 semester hours of prerequisites. Students may complete prerequisites while doing graduate work if the deficiencies are not too great.

ADMISSION

Admission to the graduate programs in business is open to all students who have a bachelor's degree from an accredited college and who have demonstrated through their undergraduate record and performance on the Graduate Management Admission Test (GMAT) the ability and potential to undertake graduate-level work successfully. An undergraduate degree in business is not required for admission.

Applications must be received no later than August 8, 1981 for fall semester; December 19, 1981 for spring semester; and May 12, 1982 for summer term.

EXPENSES

Per semester	*In state*	*Out of state*
Tuition	$ 388	$ 813
Room and board (dormitory)	695	695
Books and supplies	65	65
	$1,148	$1,573

Part-time tuition is $37 per semester hour. Unfurnished married student housing costs $520-$610 per semester. All fees and charges are subject to change without notice.

FINANCIAL ASSISTANCE

The financial aid program consists of assistantships, loans, and part-time employment. Graduate assistantships with a stipend of $3,000 or more per academic year plus waiver of out-of-state tuition are available to students with excellent academic records. Applications for assistantships should be submitted to the Coordinator of Graduate Studies no later than March 15.

Students may borrow through federally sponsored low-interest loan programs with payment deferred until completion of the student's studies, or they may participate in the work-study program which consists of part-time work within the university.

PLACEMENT

The university maintains a placement bureau to provide assistance to graduating seniors, graduate students, and alumni in obtaining employment and to employers in recruiting qualified employees.

Throughout the year, current listings of employment opportunities, both in and out of state, in teaching, business, industry, and government are made available to the students. On-campus interviews are scheduled with personnel representatives from schools, businesses, industries, and governmental agencies.

CORRESPONDENCE

For further information about the graduate program in management offered, please write or call

Coordinator of Graduate Studies
School of Business Administration
University of Southern Mississippi
Southern Station Box 5096
Hattiesburg, Mississippi 39401
Telephone: 601-266-7252

UNIVERSITY OF SOUTHERN MISSISSIPPI—GULF PARK

LONG BEACH, MISSISSIPPI

The University of Southern Mississippi—Gulf Park Regional Campus, with locations both in Long Beach and at Keesler Air Force Base, is part of a cooperative coordinated plan to offer comprehensive higher education on the Mississippi Gulf Coast.

PROGRAMS OF STUDY

The Master of Business Administration (M.B.A.) program is primarily designed to prepare the student for a position of responsibility in business or industry. Also used as preparatory graduate work for the doctoral degree or for teaching in junior colleges where a teaching certificate is not required, the program is broad in nature and aimed at developing general competence in overall management.

Research reveals that individuals with technical or other specialized degrees frequently discover that, after experiencing initially satisfying careers in their specialties, further promotions require a transition into the managerial area. The M.B.A. program supplements the education of the specialist and should enable him to make the transition more readily. For this reason, the M.B.A. program includes many students with undergraduate degrees in other fields as well as those who majored in business or economics.

ADMISSION

The M.B.A. program covers such a broad scope that an undergraduate degree in any of a wide variety of areas from any accredited university is acceptable for admission.

The student who did his undergraduate work in a field other than business administration will have to spend additional time making up his deficiencies. Courses which are considered definite prerequisites to the program are principles of accounting, principles of economics, Fortran, money and banking, calculus, and at least one course in each of the following fields: management, marketing, business law, business finance, and statistics. Credit for principles of economics and principles of accounting may be earned by taking Economics 604 and Accounting 604, respectively.

Regular admission to the M.B.A. program requires a minimum of 1000 points based on the formula: 200 times the grade-point average of the last two years of undergraduate study (4.0 scale), plus the Graduate Management Admission Test (GMAT) score.

The GMAT is not a measure of achievement or knowledge in any specific subject matter, and those who take it are neither required nor expected to have had undergraduate preparation in business subjects; it is designed to measure the potential for a student for graduate study in management. This is a standardized test offered four times a year on a world-wide basis by Educational Testing Service, Princeton, New Jersey 08541.

CORRESPONDENCE

For further information, contact
Dr. Brooks E. Smith
Coordinator of Graduate Business Studies
University of Southern Mississippi—Gulf Park
Long Beach, Mississippi 39560
Telephone: 601-863-6231

UNIVERSITY OF STEUBENVILLE

STEUBENVILLE, OHIO

University of Steubenville, a Catholic liberal arts college, was founded in 1946 by the Franciscan Friars of the Third Order Regular and serves both a local and national clientele.

The Master of Business Administration (M.B.A.) program was authorized in 1979, and the first graduate core courses were offered in the spring trimester of 1980.

PROGRAM OF STUDY

The M.B.A. program is a professional program of study intended to provide an educational foundation for personal growth and advancement in an executive career. Toward this end the degree program includes a common core of studies focusing on analytical and behavioral techniques and on institutional and environmental considerations confronting business and the businessperson.

Individual specialization is afforded through a series of electives. The student is expected to acquire a broad understanding of business concepts and operations and to develop his or her own philosophy of leadership, characterized by analysis and originality.

The M.B.A. program requires successful completion of 40 semester hours. There is no comprehensive examination or thesis. Prerequisite requirements depend on the student's undergraduate preparation and self-education. The usual graduate load is 2 courses each term, making possible program completion in 24 months during the trimester schedule.

Each M.B.A. program applicant will be personally counseled. To assure continuing personal attention and professional guidance, each graduate student will be assigned a faculty advisor who will provide counsel on all phases of the student's graduate program.

All M.B.A. courses and prerequisite qualifying courses are offered Monday through Thursday evenings from 6:00-9:30 p.m. with a few electives on Saturdays. The M.B.A. program requires 40 graduate semester hours including the following:

- 31 semester hours (nine courses) in the areas of managerial perspectives, analytical methods, economics for managers, behavioral sciences, managerial accounting, marketing management, financial management, production management, and business policy;
- 1 semester hour—research paper;
- 8 semester hours (four courses) in elective areas.

Appropriate graduate credit may be transferred to the M.B.A. program by presentation of official transcripts. No more than nine semester hours may be transferred to M.B.A. requirements.

The student will also gain a fuller understanding of his or her own business or industry (field) through the compilation of an in-depth research paper on the topic of his or her choice.

Each individual's capacity in interpersonal and organizational communications—an ever-increasing area of importance in all types of operations—is enhanced in the University of Steubenville M.B.A. program through a Communications Consultant who is available to the students on a one-to-one basis.

ADMISSION

Admission will be granted to those students satisfying the basic qualifications and showing high promise of success in the graduate program and the business community. Four basic qualifications are

- a baccalaureate degree from an accredited college or university, with a minimum quality-point average of 2.5 on a 4-point scale;
- a knowledge of the basic concepts and terminology in the fields of economics and marketing, business law, finance and accounting, and quantitative methods: mathematics and science (Qualification in each of these subject cores may be satisfied by taking a four-hour prerequisite course offered in the evenings by the University of Steubenville);
- significant work experience; and
- a minimum score of 460 on the Graduate Management Admission Test (GMAT). GMAT results are to be forwarded directly to the Graduate Education Office, University of Steubenville.

Applicants must also complete the application for M.B.A. admission form and supply official transcripts of all college work.

EXPENSES

Application fee (to accompany application and nonrefundable) . . .	$ 15
Acceptance deposit (due upon acceptance into the core program, by stated time; applicable to total tuition charge but not refundable)	100
M.B.A. tuition, per semester credit hour	105
Prerequisite course tuition, per semester credit hour .	90

PLACEMENT

The university's Counseling and Career Planning Office is staffed by a professional career counselor and is prepared to offer M.B.A. students information and services related to career development.

CORRESPONDENCE

Inquiries concerning the M.B.A. program offered by the University of Steubenville should be addressed to

James Anderson
Associate Dean
Graduate Education Office
University of Steubenville
Steubenville, Ohio 43952

Strathclyde Business School

UNIVERSITY OF STRATHCLYDE

GLASGOW, SCOTLAND

PROGRAMS OF STUDY

The Master of Business Administration (M.B.A.) course is intended for people with at least two years' appropriate industrial, commercial, or administrative experience and a good background of higher education, who intend to make managerial careers in business enterprises. Candidates will usually be in their 20's or early 30's. The course is broadly based and intensive, and is designed to enable participants to acquire the knowledge, attitudes, and skills requisite for managerial creativity.

The course extends over a period of 12 months full time or 36 months part time, organized into the instructional period from mid-September to mid-July and the project period from mid-July to mid-September.

The program is aimed at an integrated presentation of the skills of management, and there is some flexibility responsive to the needs of the students participating from year to year. Instruction and evaluation for the award of the degree are currently based on the following areas of study:

- foundation courses: a minimum of four from economics, quantitative methods, accountancy and finance, marketing, and human resources (The work done in these foundation courses is brought together in a compulsory foundation class in business policy.);
- general electives: three from a variety of subjects including securities analysis and portfolio management, industry and public policy, personnel management, industrial relations and labor law, comparative industrial relations, commercial law, organizational development, industrial marketing, and international business;
- special elective: one from special subjects including decision making, economics of business decisions, financial management, organizational development, and international business;
- a project on an approved subject, usually consisting of an enquiry in a practical field of business supplementary to the student's own experience.

The doctoral program is available for those who wish to undertake research into the business field.

ADMISSION

Candidates must normally possess a first- or second-class honors degree from a British university or an acceptable equivalent qualification (for example, ACCA, CA). Applicants will be required to obtain acceptable scores on the Graduate Management Admission Test (GMAT) and most will have at least two years appropriate experience. Selection will also depend upon provision of satisfactory references and, in some cases, on the result of an interview.

Application must be made on the standard form which may be obtained on request from the Program Secretary (see address given below). It is in the interest of applicants to submit applications before the end of April, but those received after that date may also be considered.

EXPENSES

The annual fee for full-time courses is currently £1380 for United Kingdom students and £3100 for overseas students. In addition all full-time students are required to become members of the Students' Association at a fee of £66. Fees are subject to periodical review. Other expenses for one year are estimated to total approximately £3360.

FINANCIAL ASSISTANCE

Applications may be made, through the university, for Social Science Research Council Studentships. These studentships are limited to honors graduates resident in Britain and under 27 years of age and are severely limited in number.

Candidates may also be able to obtain low-cost supplementary loans to cover the period of study from the Business Graduates Association. Applicants must have completed two years' employment in business after graduation.

The Stenhouse Scholarship is available to Scottish applicants between the ages of 20 and 35 years of age who at present are employed by, or who intend to work for a Scottish firm or business. Further conditions apply and details are available on application.

A very few postgraduate studentships are offered; these are not governed by any conditions as to nationality, but applicants should be academically well qualified.

CORRESPONDENCE

Information on the program of study offered by the University of Stratchclyde may be obtained from

The Graduate Programs Secretary
Strathclyde Business School
University of Strathclyde
130 Rottenrow
Glasgow G4 0GE Great Britain
Telephone: 041-552-7141

UNIVERSITY OF SYDNEY

SYDNEY, NEW SOUTH WALES, AUSTRALIA

Australia's first university, the University of Sydney, founded in 1850, is situated in close proximity to the city. The university is characterized by the Gothic architecture of the original buildings and the spacious campus adjoining a parkland area. The Faculty of Economics is housed in the Merewether Building which provides library facilities, lecture rooms and study areas, and on-line computer facilities as well as a staff and student canteen.

The university has a total enrollment of approximately 18,000 students, many of whom live in residential colleges close to the campus. International House is a residence catering especially to graduate students.

PROGRAMS OF STUDY

In addition to the Master of Business Administration (M.B.A.) degree, master's degrees in economics and public policy are offered. Ph.D. programs are also available but can be taken only on a full-time basis by research thesis.

The M.B.A. is a specialist program concentrating on financial administration. It is offered on a three-year part-time or two-year full-time basis, and involves six hours per week of classroom attendance for 27 weeks in each year (three terms of nine weeks). Following completion of the course work program or during the second year for full-time candidates, a dissertation of 10,000-15,000 words is required on an approved topic. The normal form of the dissertation is an in-depth report on a major company operating in Australia.

Courses offered include studies of the modern corporation, the theory and practice of decision making, the regulation of the securities markets, corporate dilemmas, frauds and failures, operations research, international finance institutions, and other areas relevant to financial administration. At the conclusion of the course work part of the program there is a four-day live-in school which is compulsory for all candidates.

Candidates are assessed by examination at the end of each course offered in the program, and regular written assignments are required. In addition, candidates are frequently called upon to give classroom presentations.

At the conclusion of the first year of course work, a small number of selected candidates are nominated for a period of full-time study in Europe. This period of intensive study replaces the second year of part-time study normally undertaken in Sydney. At the conclusion of the period in Europe, candidates return to Sydney to complete their dissertation.

The European study, designed to fit in with the format and aims of the M.B.A. program, offers a small number of students the opportunity to experience the multicultural setting of European schools and to specialize in international business. While the options approved under this scheme are limited, they do increase the range of options available for those wishing to specialize in international business.

ADMISSION

Graduates of any discipline from approved universities are eligible to apply for admission, provided they have had two years business experience since graduation. Admission is highly selective, account being taken of the applicant's score on the Graduate Management Admission Test (GMAT), undergraduate record, and subsequent experience.

A number of places are available in the program for outstanding applicants who are members of a recognized professional body and who have had at least five years of relevant business experience since gaining full professional status.

The number of applicants admitted to the M.B.A. program is small, and admission is therefore very competitive. Some attempt is made to select applicants from a wide range of business backgrounds and to develop a group in which candidates and faculty will benefit from mutual interaction.

Part-time applicants must produce written evidence of approval to undertake the course from their employer. Applications on the official form must reach the Registrar, University of Sydney, New South Wales, Australia 2006 by October 31 for admission the following year. The academic year commences early in March each year.

EXPENSES

No tuition fees are charged, but a Student Union Fee is payable each year and accommodation and other fees (approximately $350) are payable for the residential school.

FINANCIAL ASSISTANCE

No financial assistance is available, but it is anticipated that most candidates will be employed full time throughout their candidature. Overseas applicants seeking part-time enrollment will not be considered unless they already have employment in Australia or can produce evidence that they will have employment in Australia which is not dependent upon admission to the M.B.A. program.

CORRESPONDENCE

For further information on the M.B.A. program at the University of Sydney, write or call

The Dean
Faculty of Economics
University of Sydney
New South Wales 2006, Australia
Telephone: 02 692 3086

THE UNIVERSITY OF TENNESSEE AT CHATTANOOGA

CHATTANOOGA, TENNESSEE

The Master of Business Administration (M.B.A.) program of The University of Tennessee at Chattanooga (U.T.C.) was established in 1961 to offer a professional education in management. The primary objective is to prepare the student for a wide variety of positions requiring creative leadership ability.

The University of Tennessee at Chattanooga was founded in 1886 as Chattanooga University. For 83 years a private school, the university became a public institution in 1969 when it merged with The University of Tennessee. U.T.C. is a major campus of The University of Tennessee. The U.T.C. student enrollment is 7,500, of whom about 20 percent are pursuing degree programs in the School of Business Administration. There are approximately 250 students in the M.B.A. program. Nearly all of these M.B.A. students attend school in the evening on a part-time basis.

The School of Business Administration has a full-time faculty of 33 professors. The faculty's teaching, publication, and research efforts are intertwined with Chattanooga's diverse business community. Chattanooga is both a manufacturing and financial center in that it has 600 manufacturers, producing more than 1,500 classified products, and two major life insurance companies. Further, Chattanooga is the geographic center of the Tennessee Valley Authority (TVA), the largest power system in the United States. The headquarters for the TVA power system is located in Chattanooga. The Chattanooga area's population is estimated to be 394,000.

Chattanooga is both industrial and rich in natural beauty. The city is bordered by Missionary Ridge, Lookout and Signal Mountains, and the Tennessee River. Moreover, the area's beauty is complemented by its historical significance. The city is steeped in a heritage drawn from Indian culture and the Civil War. Three city parks, two public golf courses, and a 35,000-acre lake provide the opportunity for a variety of recreational activities.

PROGRAM OF STUDY

The Master of Business Administration program is designed to train a manager in either the profit or not-for-profit sector. The ultimate goal is to assist students in their development as decision makers who can recognize, analyze, and solve specific problems. Also, students learn to seek and identify opportunities which provide survival and growth in a changing society and economy.

The M.B.A. program is designed both for students with undergraduate majors in business and those with majors in other fields. Previous undergraduate study in business is not required for admission. The program requires a minimum of 36 semester hours of graduate courses (8 core courses and 4 elective courses). However, students who have no previous academic background in business administration complete up to 24 additional semester hours (8 graduate-level foundation courses) to prepare themselves for the core program.

The minimum 36-hour program consists of 8 required and 4 elective courses. The required courses are managerial economics, business research methods, managerial accounting and control, concepts in marketing, financial management, operations research, problems in operations management, and business policy.

A student may elect to concentrate in one of five areas: accounting, economics, finance, marketing, or industrial management. If a concentration is elected, three of the four elective courses must be taken in the area of concentration. The selection of a concentration is an option and not a requirement for M.B.A. students.

The program is designed for part-time evening students. A selection of courses is offered in the evening each semester, including the summer. However, full-time study is possible for those who wish a more accelerated program.

ADMISSION

The program operates year round, and entrance is possible in January, May, July, and August. Admission is open to qualified graduates of accredited colleges who meet the general admission requirements of the graduate division. Admission to the program is based on both the applicant's undergraduate grade-point average and score on the Graduate Management Admission Test (GMAT).

Applications for admission are accepted at all times. To insure adequate consideration, the completed application and GMAT score should be received by the Graduate Admissions Office no later than one month prior to the beginning of the term for which admission is desired.

EXPENSES

Tuition and fees are as follows:

Full time, per semester	
In state	$356
Out of state	966
Part time per semester hour	
In state	$45 (minimum charge $90)
Out of state	$108 (minimum charge $216)

FINANCIAL ASSISTANCE

Limited financial assistance in the form of loans and part-time work is available to qualified students. Assistance is granted on the basis of financial need.

PLACEMENT

The University Placement Office maintains a year-round placement service which assists degree candidates and alumni in finding employment.

CORRESPONDENCE

For further information, please telephone or write

Dr. John Fulmer
Coordinator of the M.B.A. Program
School of Business Administration
The University of Tennessee at Chattanooga
Fletcher Hall
Chattanooga, Tennessee 37402
Telephone: 615-755-4163

THE UNIVERSITY OF TENNESSEE AT MARTIN

MARTIN, TENNESSEE

The University of Tennessee (UTM) at Martin, one of the four primary campuses of The University of Tennessee system, is located in Martin, a community of approximately 10,000 population in the northwest corner of Tennessee. The School of Business Administration, one of the largest academic divisions on campus, is housed in Browning Hall, a newly remodeled building providing excellent physical facilities. UTM's School of Business Administration has long been committed to excellence in higher education and, as a result of this commitment, enjoys an outstanding, statewide reputation.

Two master's-level, nonthesis programs of graduate study are offered: the Master of Business Administration (M.B.A.) and the Master of Accountancy (M.Ac.). Both programs are open to any holder of a baccalaureate degree from a four-year college or university, regardless of the undergraduate field of study.

PROGRAMS OF STUDY

The M.B.A. program is designed to prepare students for successful careers in business management by providing a broad, general background in the major functional areas of business operations and activities. A collateral objective is to provide a theoretical foundation for and to stimulate the conceptual abilities of those students who may later pursue a doctoral degree.

Students seeking the M.B.A. degree must complete a minimum of 51 quarter hours of study, 36 of which are required of and reserved exclusively for graduate students. Included in this required core are courses in the functional areas of accounting, finance, business law and the environment of business operations, marketing, quantitative methods, economics, and management. The remaining 15 hours consist of electives chosen with the advice of the student's graduate committee.

The M.Ac. program is designed to prepare students for professional accounting careers in public practice, industry, and government. In addition, this program will facilitate the completion of both the C.P.A. examination and the C.M.A. examination for those who do not hold these certificates as well as provide preparation for work on the doctoral degree.

The M.Ac. degree requires 51 quarter hours of study for students having an undergraduate degree in accounting and an adequate background in other functional areas of business administration. Included in this total is a 36-hour core which consists of 24 hours of accounting and 12 hours of study in finance, management, and quantitative methods—all in courses reserved for graduate students. The remaining 15 hours consist of courses chosen with the advice of the student's graduate committee.

All courses are offered on campus in either day or evening classes. The length of time required to complete course requirements varies according to the extent of the student's undergraduate preparation for graduate-level studies. Normally, students attending on a full-time basis may expect to complete course requirements in four to five quarters.

Students are required to maintain a cumulative B average (3.00/4.00) and to complete successfully written comprehensive examinations which are administered during the final 12 quarter hours of study.

ADMISSION

Application for admission may be made at any time, and the successful applicant may enroll for any academic quarter, including summer terms. Completed applications should be received 30 days prior to the date enrollment is sought.

Admissibility is determined primarily on the basis of the applicant's undergraduate grade-point average (GPA) (cumulative or upper-level) and score attained on the Graduate Management Admission Test (GMAT). If the applicant has a minimally acceptable GPA (overall 2.50/4.00) and receives a satisfactory score on the GMAT, unqualified admission is implied. A limited number of applicants who do not meet unqualified admission criteria may be conditionally admitted to graduate study.

Successful applicants must be able to demonstrate proficiency in the English language. Foreign applicants must submit a satisfactory Test of English as a Foreign Language (TOEFL) score with their applications to be considered for admission.

EXPENSES

Tuition	
Full time, in state, per quarter	$245
Full time, out of state, per quarter	653
Dormitory rooms, per quarter	227-243
University apartments, per month	110-175
Application fee	10

FINANCIAL ASSISTANCE

A limited number of graduate assistantships are available for full-time students. Students receiving an assistantship are entitled to waiver of tuition for 9 hours per quarter as well as all out-of-state fees. Various other forms of financial aid, administered through the university, are available to qualified students.

PLACEMENT

The university has an active placement office. In addition, various faculty members often are successful in assisting students in obtaining either full- or part-time employment.

CORRESPONDENCE

For further information or to request an application for admission, please write or call

Dean of Graduate Studies
The University of Tennessee at Martin
Martin, Tennessee 38238

College of Business Administration

THE UNIVERSITY OF TENNESSEE, KNOXVILLE

KNOXVILLE, TENNESSEE

The University of Tennessee (UT), the state's federal land-grant institution, traces its origin back to 1794 when Blount College was chartered by the territorial legislature. UT, Knoxville, now one of the nation's largest universities with over 30,000 students including some 8,000 graduate students, is the main campus of the statewide UT system. Situated in a metropolitan environment of commerce, industry, science, and medical services in the Tennessee Valley/Great Smoky Mountains area of east Tennessee, the campus lies about equidistant from Cincinnati to the north, Atlanta to the south, and Nashville to the west, all linked by interstate highways and major airways.

PROGRAMS OF STUDY

The M.B.A. program prepares students for successful careers in business and institutional management and for imaginative and responsible citizenship and leadership roles in business, government, and society. The program is designed to provide the broad perspective necessary for men and women who aspire to positions of executive and professional leadership. This perspective is achieved through study of a core of courses comprising about two-thirds of the total program. Included are courses dealing with the economic, legal, and social environment; "tool" courses in the quantitative sciences; and courses in the business decision areas of operations, finance, marketing, accounting and control, and policy determination. The remaining third of the program is devoted to areas of specialization and electives. Most full-time students complete the program in two academic years. Business school graduates may require only five quarters.

The faculty believes that each M.B.A. student should develop professional skills in one or more areas beyond the coverage provided in the core of the program. Students take from four to six courses in one of the following areas of concentration: accounting, economics, finance, governmental financial administration, real estate and urban development, management, forest industries management, management science, marketing, transportation and logistics, and statistics. The remaining courses in this eight-course block may be taken in one or more other areas.

Students whose undergraduate major was other than business need no special preparation in business and economics before beginning the program. Completion of undergraduate work in principles of economics, financial accounting, and/or business law may qualify the student for exemption from the first M.B.A. courses in these areas. Although the M.B.A. curriculum at UTK should not be viewed as a highly quantitative program, much of the course work does require a level of mathematical sophistication beyond that included in many undergraduate curricula. Entering students should have completed the equivalent of a year's college mathematics to include algebra and introductory calculus. Slightly more than a third of those admitted have earned their first degrees in business, while the other two-thirds have majors in the social sciences and humanities, natural sciences, engineering, and other professional areas. Women comprise about 32 percent of those in the program. In cooperation with the College of Law, a joint program leading to conferral of the J.D. and M.B.A. degrees can be completed in four calendar years.

Other graduate business programs available include the Master of Accountancy; the M.A., M.S., or Ph.D. in economics, management science, and industrial and organizational psychology; the M.S. in statistics; and the D.B.A. in accounting, finance, management, marketing, or transportation and logistics.

ADMISSION

All applicants must supply two official copies of transcripts confirming receipt of a bachelor's degree from an accredited institution. The M.B.A. and D.B.A. programs require the Graduate Management Admission Test; other graduate programs accept either the GMAT or the Graduate Record Examination. Foreign students must take the Test of English as a Foreign Language. Other application requirements are included in program packets available at the address below. The application fee is $10.

Undergraduate nonbusiness majors begin the M.B.A. program in the summer or fall quarters. Recent business undergraduates or those with sufficient accounting, economics, and business law backgrounds begin in the fall or winter quarters. There are no spring quarter admissions. Application deadlines are April 1 for summer, August 1 for fall, November 1 for winter.

EXPENSES

Tuition and activity fees are $246 for in-state and $654 for out-of-state students per quarter. Dormitory rates range from $253 to $278 per quarter without meals. Single student apartments are $288 per quarter without meals. Quarterly contracts for 15 meals per week are $255; 20 meals cost $275. Married student apartments range from $135 to $210 per month. All rates are subject to change.

FINANCIAL ASSISTANCE

A limited number of M.B.A. fellowships and assistantships are available for those who apply before April 1. The university's Financial Aids Office handles all loan inquiries.

PLACEMENT

The University Placement Service is available to all students and alumni. Approximately 350 national and regional companies recruit at the university annually. The Tennessee Organization of M.B.A.'s, a student association, annually distributes an M.B.A. Resume Book to over 800 firms.

CORRESPONDENCE

For additional information or to request an application for admission, write to

Director of Admissions
721 Stokely Center for Management Studies
The University of Tennessee
Knoxville, Tennessee 37916
Telephone: 615-974-5033

THE UNIVERSITY OF TEXAS AT ARLINGTON

ARLINGTON, TEXAS

The University of Texas at Arlington is one of America's most rapidly developing institutions of higher learning. This growth has been experienced not only in numbers of students but also in the quality of its programs and the strength of its faculty. The College of Business Administration has been at the forefront of this advancement. The college has developed with the belief that the business community and its leadership play a vital role in the improvement and success of our American society. Business leaders must be prepared to anticipate and, on occasion, to bring about, the essential conditions for change. Business colleges must be prepared to provide the relevant knowledge and the mastery of the processes of thought and analysis which are essential for fulfillment of this role.

PROGRAMS OF STUDY

In support of this philosophy, the school attempts to provide the graduate student with a valuable experience in learning by integrating a carefully prepared modern business curriculum with a faculty of outstanding scholarship.

The Master of Professional Accounting (M.P.A.) degree is designed to prepare students for careers in public, private, or governmental accounting. The program provides a concentration in accounting and allows students to study in a variety of other business and nonbusiness areas. A student may enter the M.P.A. program with or without undergraduate course work in accounting. The professional program requires a minimum of 30 semester hours with a maximum of 60 hours, depending on prior academic work.

The Master of Business Administration (M.B.A.) program is broad in nature and aimed at general competence for overall management. Modern managers increasingly move across functional lines as they reach higher positions of responsibility. The M.B.A. degree is designed to prepare a person to assume high-level responsibility and to deal effectively with the complex problems confronting managers.

The program has been designed to accommodate students of widely divergent backgrounds. The first category includes those students who have had no prior academic work in business. They will enter the graduate program and continue sequentially through both the foundation program and the advanced M.B.A. program. The second category includes those students with varying amounts of work in the business area; for such individuals there is provided a mechanism for waiving those foundation courses for which he has completed equivalent college work. The foundation program includes the core requirements of the American Assembly of Collegiate Schools of Business (AACSB).

The advanced M.B.A. program consists of 36 hours of course work. Nine semester hours are specified, and the remainder are electives. An M.B.A. student may take elective courses in any of the M.B.A. curriculum areas.

However, in no case is a student's program to exceed 60 hours, and in those cases where it is necessary for the student to take the entire foundation program, he will be allowed to waive 6 hours of electives in the advanced program. A concentration of not more than 12 semester hours may be taken in one of the following curriculum areas: accounting, economics, finance, management, management science, or marketing. A student may choose to take the public administration or international option to emphasize studies in these areas.

The Ph.D. in administration, a program offered in conjunction with the Institute of Urban Studies and the Graduate School of Social Work, is intended to prepare persons for a variety of administrative positions through an innovative, interdisciplinary, applied approach. Students select five fields of study to meet specific career objectives from among management, finance, economics, management science, accounting, marketing, urban affairs, urban systems, social systems, and social welfare administration.

ADMISSION

A degree from The University of Texas at Arlington or an equivalent degree is required for admission. The general admission requirements of the Graduate School must also be met for admission to the program. Satisfactory scores on the Graduate Management Admission Test (GMAT) are required. Admission to the Graduate School is obtained by submitting to the Director of Admissions:

- transcripts of previous academic work from each college or university attended,
- a formal application for admission,
- scores on the GMAT.

International applicants whose native language is not English are also required to complete the Test of English as a Foreign Language.

EXPENSES

Fees may be changed during the next year. Tuition charges are as follows:

Semester hours	*Texas resident**	*Out-of-state resident**
12	$193.00	$623.00
9	159.25	469.25
6	125.50	315.50

*Includes building use fee and student activity fee.

FINANCIAL ASSISTANCE

A limited number of graduate assistantships are available. These are awarded to outstanding students as indicated by an applicant's previous academic record. The graduate assistantships carry a stipend of $3,492 per academic year, and the recipient is expected to perform graduate research work or serve as a teaching assistant. Applications for the assistantships are available from the Graduate Advisors.

PLACEMENT

The college cooperates with the University Placement Office and takes an active interest in the placement of its graduates.

CORRESPONDENCE

For further information, prospective applicants may write

The Graduate Advisor, (M.B.A.), (M.P.A.), or (Ph.D.)
College of Business Administration
The University of Texas at Arlington
Arlington, Texas 76019

THE UNIVERSITY OF TEXAS AT DALLAS

DALLAS, TEXAS

The University of Texas at Dallas (formerly the Southwest Center for Advanced Studies) became a component of The University of Texas System in 1969 when it initiated M.S. and Ph.D. programs in geosciences, molecular biology, and physics. Master's degree programs in chemistry, management and administrative sciences, and mathematical sciences were offered for the first time in 1972-73. When upper-level undergraduates were admitted in September 1975, UT-Dallas offered both undergraduate and graduate programs in the humanities and social sciences as well as in the natural sciences. During the academic year 1979-80, there were approximately 2,600 graduate students at The University of Texas at Dallas. This small but select student body enjoys a high level of contact with the faculty.

The UT-Dallas campus is located in Richardson, at the northern edge of the residential suburbs of Dallas. Dallas, a cosmopolitan city, has one of the strongest regional economies in the nation. It has approximately 1,000 million-dollar companies headquartered there and offers a wide variety of employment opportunities in banking, insurance, oil and gas, public accounting and consulting, and high technology industries.

The climate is healthful and sunny, with clear air, mild winters, and hot but dry, summers. Many recreational activities are available, including tennis, gold, flying, and horseback riding. Aquatic sports flourish on the many large lakes in the area. Numerous cultural attractions include the Dallas Civic Opera, the Dallas Symphony Orchestra, and the Dallas Theater Center. The region also enjoys spectator sports such as football, baseball, rodeo, and soccer. The Dallas Committee for Foreign Visitors has been instrumental in welcoming foreign students to the area.

Students in management and administration are encouraged to interact in the business community, as well as to initiate their own research activities. Currently, The University of Texas at Dallas uses the North Texas Regional Computer Center which is built around an IBM 370/155 and a wide range of peripheral equipment. Several smaller computers augment the Regional Computer Center, including equipment exclusively devoted to management studies.

PROGRAMS OF STUDY

The University of Texas at Dallas offers a master's and doctor's degree program in management and administration in the areas of management science and international management studies. These programs are designed to produce students who are rigorously trained in fundamentals, concepts, and methods which are not likely to be made obsolete by changing business conditions. Beyond a set of core courses, where theoretical competencies are established, courses are frequently application oriented and concerned with developing the problem-solving capabilities required of future managers.

Successful management and administrative problem solvers, it is felt, must (1) have a good foundation in the basic disciplines (for example, economics and mathematics) which are applicable in management and administration; (2) possess a keen understanding of the basic functions (accounting, marketing, production) involved in management and administration; (3) be skilled in both the theory and applications to management and administration of the mathematical sciences (statistics, operations research, computer sciences); (4) be adept at applying the basic aspects of the behavioral sciences (psychology and anthropology) to problems in management and administration; and (5) possess the ability to utilize in innovative and creative ways those four skills in a systems fashion.

The international program strives to develop the highly specialized knowledge and abilities required to understand and solve the complex problems of multinational firms. Course work is taken in international trade, management, and cultures.

ADMISSION

Students are encouraged to apply by January for enrollment the following June or August. Applicants are selected on the basis of previous academic achievement, scores on the Graduate Management Admission Test (specify that grades be sent to The University of Texas at Dallas, Code-R-6897-3), and when possible a personal interview for Ph.D. students. A bachelor's degree (or its foreign equivalent) is a prerequisite. The programs of UT-Dallas generally include students with diverse backgrounds.

EXPENSES

Tuition for 1980-81 for a normal 12-hour load was $191per semester for residents of Texas, $621 for other U.S. citizens and foreign students. Students on research assistantships and teaching assistantships pay in-state tuition. Several small additional fees may be required.

The University of Texas at Dallas does not own or operate any housing facilities. A wide variety of housing is available in the neighborhood. The cost of living in Dallas is very favorable compared with other major cities. For information, contact the Director of Student Services.

FINANCIAL ASSISTANCE

Several sources of financial assistance to students are available, including part-time teaching assistantships, student loan funds, and partial tuition exemptions. Veterans of the U.S. armed services may apply their benefits at UT-Dallas. Research assistantships for full-time students are awarded on a competitive basis; stipends are sufficient to cover minimal living expenses and depend to some extent upon the graduate program and the level of the student.

PLACEMENT

A placement officer is available for students in the management and administration program.

CORRESPONDENCE

For general university information, catalogs, and application forms, write or call
Director of Admissions
Telephone: 214-690-2341

For specific program information, consult
Admissions Office
The University of Texas at Dallas
P.O. Box 688
Richardson, Texas 75080
Telephone: 214-690-2705

THE UNIVERSITY OF TEXAS AT SAN ANTONIO

SAN ANTONIO, TEXAS

The College of Business recognizes as its primary thrust the preparation of students for careers throughout business and other administrative environments which include various combinations of leader-manager-administrator-entrepreneur. Preparing students to face an ever-changing future encompasses a focus on organizing scarce resources to achieve a given end, mastery of written and oral communications, understanding people and how to work effectively with them, and an appreciation of the changing nature of the role of the manager. The College of Business at The University of Texas at San Antonio is accredited by the American Assembly of Collegiate Schools of Business (AACSB).

PROGRAMS OF STUDY

The Master of Business Administration (M.B.A.) degree is designed to provide intensive education to qualified students and is available to individuals with undergraduate degrees in the business administration areas as well as to those with specializations outside the business field. Students whose previous training has been in nonbusiness fields may be admitted to the M.B.A. program but will be required to complete a series of 24 semester hours of professional courses or their equivalents as a condition of admission in addition to the degree requirements. Those students whose background is in business but who have completed the professional core courses or their equivalents five or more years prior to entering the program will be required to complete successfully or pass successfully tests on the professional core courses. The student may elect one of the two options to complete the M.B.A. degree: (1) option 1 which includes 24 hours of required course work and 6 hours of elective course work plus a thesis or (2) 24 hours of required course work plus 12 hours of elective course work.

The Master of Professional Accounting degree is designed to accommodate applicants with a degree in any field. Such applicants must complete the equivalent of a B.B.A. degree in accounting from an accredited institution or must enroll in The University of Texas at San Antonio's professional core courses plus certain accounting courses set out by the Program Advisor. The professional core courses may be taken simultaneously with M.P.A. requirements, subject to course prerequisites and approval of the M.P.A. Program Advisor. Candidates may choose to broaden their knowledge across the accounting spectrum or to focus on taxation, public accounting, or nonpublic accounting.

ADMISSION

Applicants for admission to the M.B.A. or M.P.A. program must meet the following requirements:

- hold a baccalaureate degree from an accredited college or university in the United States or proof of equivalent training in a foreign institution;
- have a B average on all undergraduate and graduate-level work previously taken;
- submit an approximate composite score of 500 on the Graduate Management Admission Test;
- be in good standing at the last institution attended.

Those who do not meet all of the above stated admission requirements will be considered for admission on a conditional basis. All admission deficiencies must be removed before enrolling for the last semester before graduation and will be in addition to degree requirements

EXPENSES

Tuition:

Residents of Texas—$4 per semester hour of credit, minimum of $50 per semester.

Nonresidents—$40 per semester hour of credit.

A student service fee of $2.50 per semester hour of credit with a maximum of $30.00 is charged. A student use fee of $6.00 per semester hour of credit is also charged and a $10.00 general property deposit. The Student Union fee is $12.00 each regular session; $6.00 each summer session. University-owned housing is not available.

FINANCIAL ASSISTANCE

At the present time, only limited financial aid is available to qualified students. Students with definite need for financial assistance during this time should contact the Student Financial Aid Office.

PLACEMENT

U.T.S.A. maintains a placement service to assist students in locating part-time employment as well as for career placement of graduates and alumni.

CORRESPONDENCE

For further information, students should write to

Dean, College of Business
The University of Texas at San Antonio
San Antonio, Texas 78285
Telephone: 512-691-4313

Requests for catalogs or applications should be addressed to the Director of Admissions and Registrar.

THE UNIVERSITY OF TEXAS AT TYLER

TYLER, TEXAS

The University of Texas at Tyler (formerly Texas Eastern University) is a state-supported institution offering upper-level and graduate work. In early 1973, the first students were admitted to the institution. Currently, the enrollment consists of approximately 2,000 students. A newly constructed campus opened its doors in the fall of 1976. The site of the new campus is a 207-acre wooded area located just on the southern border of the city of Tyler, Texas. Tyler has a population of over 70,000. The home of the Texas Rose Festival, Tyler is noted for its beauty.

PROGRAM OF STUDY

The goal of the Master of Business Administration (M.B.A.) program is the development of professional managers of large-scale, complex organizations. Emphasis is placed on the organization, operation, and control of a business enterprise. Special attention is directed to the manager's responsibility for defining and analyzing problems, evaluating courses of action, and making logical and ethical decisions. Emphasis is on breadth of training rather than specialization.

Students who have the equivalent of the basic business core (level I) via undergraduate courses take 30 semester hours of course work (level II), 24 hours of graduate business core courses, and 6 hours of approved business electives. No thesis is required. A comprehensive examination is taken during the last semester of a student's program.

Students who do not have undergraduate course work in business must complete 27 hours of basic (level I) course work before commencing level II graduate work. Credit is granted for equivalent basic business courses completed prior to enrolling in the program.

Small classes and individual instruction are stressed in the M.B.A. program, resulting in the opportunity for close association between students and faculty.

ADMISSION

Applicants for admission must submit a completed application form plus an official transcript showing completion of a baccalaureate degree from an accredited college or university. In addition, applicants are required to take the Graduate Management Admission Test (GMAT). Students whose native language is not English must submit acceptable scores on the Test of English as a Foreign Language (TOEFL).

EXPENSES

Expenses per semester are approximately $150. This amount covers tuition and other fees and is based on 12 semester hours for Texas residents.

FINANCIAL ASSISTANCE

Some financial assistance is available at this stage of development of the university. The university has a full-time Office of Financial Aid.

CORRESPONDENCE

Inquiries concerning the M.B.A. program at The University of Texas at Tyler should be addressed to

Office of Graduate Studies
The University of Texas at Tyler
3900 University Boulevard
Tyler, Texas 75701

THE UNIVERSITY OF TOLEDO

TOLEDO, OHIO

The University of Toledo has grown steadily since it was founded in 1872. Today, as a state university located in an urban area with a suburban setting, it offers a metropolitan complex of business and industry balanced by cultural values as indicated by a nationally known symphony orchestra and the Toledo Museum of Art. There are over 20,000 students in attendance with over 3,000 in master's programs and nearly 350 in doctoral programs. The College of Business Administration was established in 1930 and has been accredited by the American Assembly of Collegiate Schools of Business for undergraduate and graduate work since 1955. The Graduate Division of the College of Business Administration offers an excellent opportunity to earn a Master of Business Administration (M.B.A.) degree through day or evening study. Many students currently enrolled in the M.B.A. program have found the combination of a degree in a nonbusiness field and one in business administration very helpful to their individual progress.

PROGRAMS OF STUDY

The purpose of the M.B.A. program is to provide the educational foundation for an executive career. To this end, the curriculum is designed to give an integrated coverage of analytical and behavioral techniques of the institutions and environment of business. It focuses upon the pervasive functions of planning, organization, and control, and the disciplines fundamental to business operations and seeks to develop in the college graduate skill in making administrative decisions.

The curriculum is designed to allow specialization in various areas. However, the emphasis is on providing the broad understanding of business concepts and operation which is becoming increasingly important for business leadership. The student is encouraged to develop his own philosophy and to approach business problems with initiative and originality. A student can elect a broad (general) program or one with special emphasis in accounting, administration, health administration, business economics, business logistics, finance, international business, marketing, personnel, production, or operations analysis. The graduate curriculum may be built either on a bachelor's degree in business administration or on another baccalaureate degree.

The Master of Business Administration degree is granted to the student who satisfactorily completes a minimum of 48 quarter hours of graduate credit work in business administration beyond the B.B.A. with a 3.0 or better quality-point average. The required graduate program for all students consists of 36 quarter hours of work including the basic core area of business plus organization theory, research methodology, and interdisciplinary business seminar. The student can then elect course work in a general program or in his area of specialization to complete the requirements.

The purpose of the M.S. in accounting is to develop the appropriate skills necessary for the professional accountant. This program provides a strong emphasis on the study of the content of the functional discipline of accounting. The degree is granted to the student who satisfactorily completes a minimum of 48 quarter hours. Depending upon the student's background, a maximum of 101 quarter hours may be required for the M.S. degree.

ADMISSION

To be admitted to the graduate program, a candidate must hold a baccalaureate degree from a regionally accredited institution and must show high promise of success as determined by (1) his performance on the Graduate Management Admission Test (GMAT) and (2) his undergraduate grade average. All applicants are required to forward the results of the GMAT to the College of Business Administration in order to be admitted to the Graduate School.

Each student must present one official transcript and two copies of all his academic records. If his degree is from The University of Toledo, the college will obtain the necessary transcripts.

In addition to the GMAT, international students will be required to take the Test of English as a Foreign Language (TOEFL).

EXPENSES

Graduate School tuition for a full-time student (12 to 16 quarter hours) is $402 plus a general fee of $63 for Ohio residents. The out-of-state surcharge is $485 per quarter. Campus housing costs range from $270 to $470 per quarter, and campus board is $224 to $260. Other housing is available in the university area.

FINANCIAL ASSISTANCE

Opportunity as well as feasibility characterize graduate work at The University of Toledo. There are available each year a number of graduate assistantships. Their purpose is to provide research and teaching positions to qualified students to help them finance their graduate programs and gain experience. Assistants will receive a stipend and a waiver of instructional and certain other fees. A fellowship and loan program is also available to graduate students.

PLACEMENT

Employment opportunities for students who have earned degrees are provided through faculty members and the Placement Office. The Placement Office is visited by 350 companies, businesses, and governmental agencies which conduct on-campus recruiting. Approximately 3,000 interviews are conducted yearly.

CORRESPONDENCE

For further information or to request an application for admission, please write to

Dr. Dale Sullivan
Director of the M.B.A. Program
College of Business Administration
The University of Toledo
Toledo, Ohio 43606

UNIVERSITY OF TORONTO

TORONTO, ONTARIO, CANADA

The Faculty of Management Studies (F.M.S.) at the University of Toronto is now entering its 32nd year as a professional school of management situated in downtown Toronto. As the only purely graduate school of management in Canada, F.M.S. appeals to student applicants who seek a personal challenge in four key areas: (1) intellectual capacity, (2) seriousness of purpose, (3) leadership potential, and (4) a willingness to assume managerial responsibilities in both the public and private sectors.

PROGRAMS OF STUDY

Approximately 650 students are enrolled in the full-time and part-time (evening) Master of Business Administration (M.B.A.) program, which provides a solid education in the foundation areas of economics, quantitative methods, and the behavioral sciences, and in the functional application areas of accounting, finance, marketing, information systems, and business policy. Courses in these core areas comprise the main elements of the first year in the M.B.A. and diploma programs and are designed to enable the student to speak the language of business and to provide students with a broad range of tools for effective business analyses.

During the second year of the M.B.A. program, a wide variety of choice is available, with more than 50 different elective courses offered each year. Students are thus provided with the opportunity to pursue either one or two specialty areas in depth or to build a broad-based general management program for themselves.

Students may take the diploma program in place of the first year M.B.A. The diploma courses are identical to those of the first-year M.B.A. Students who graduate from the diploma program with satisfactory standing may apply for entry directly into the second-year M.B.A.

The Faculty of Management Studies offers a number of other academic and nonacademic programs which complement the M.B.A. and offer students an interesting and challenging educational environment.

For those who wish to continue with advanced studies in order to equip themselves for careers in research and teaching, the Ph.D. program is well established and offers exceptional opportunities for students wishing to work with a faculty of international reputation. Approximately 40 Ph.D. students are enrolled in the program. Since there will continue to be a serious shortage of faculty at Canadian Schools of Management and Administration, graduates of the Ph.D. program are in demand for good positions in teaching and research.

ADMISSION

Admission to the M.B.A. is open to men and women who have graduated from universities approved by the School of Graduate Studies with a minimum of a B standing in their undergraduate work. In evaluating undergraduate standing, the greatest weight is given to the later years. No specific undergraduate major or selection of courses is required. The Admissions Committee attempts to accept candidates from a broad range of specializations in determining the make up of a class. Applicants desiring admission to the program in September must forward completed application credentials by May 31. Part-time applicants desiring admission to the program in January must forward material by October 31. The Admissions Committee makes decisions on a rolling basis; as each applicant's file is completed, it is sent to the committee for review. Notification of a decision normally occurs three to four weeks after the applicant's file is complete.

EXPENSES

Academic fees for Canadian residents:	
M.B.A., full time, per year	$ 854
M.B.A., part time, per course	256
For foreign students:	
Full time, per year	2,062
Part time, per year	645

FINANCIAL ASSISTANCE

Financial assistance is available for applicants to the master's, diploma, and Ph.D. programs.

Fellowships from the Social Sciences and Humanities Research Council, the Ontario Government Scholarship plan, and the University of Toronto are available to qualified applicants. Applicants wishing to be considered for fellowships must submit their applications for admission no later than February 1.

Teaching and research assistantships are also available. Applications for assistantships are accepted in the principle areas of accounting, economics, finance, management science and organizational behavior after a student has been admitted to the Faculty.

PLACEMENT

The Faculty assumes the placement and counseling responsibility for its diploma, M.B.A., and Ph.D. students. Contacts are maintained with the business community in Toronto, throughout Canada, and elsewhere who visit the Faculty to discuss employment opportunities and to recruit graduates.

The Placement Service has experienced and trained staff who provide job and career counseling, assist in job hunting activities, and maintain the required files, information, and contacts to ensure that all graduates are effectively introduced to prospective employers. Over 100 firms visit the Faculty each year in search of graduates of the M.B.A. and diploma programs.

CORRESPONDENCE

Information and application packages are available from

Faculty of Management Studies
Admissions Office
246 Bloor Street West
University of Toronto
Toronto, Ontario, Canada M5S1V4
Telephone: 416-978-3499

THE UNIVERSITY OF TULSA

TULSA, OKLAHOMA

The University of Tulsa is listed by the Council for Financial Aid to Education as one of the 64 major private universities in the nation. It is a fully accredited doctoral-degree-granting institution characterized by dynamic academic programs serving the needs of students today and for the future. Regular enrollment is approximately 6,000 students from all the states and many foreign countries. The faculty number 260, with 71 percent of the full-time faculty holding earned doctorates from many of the nation's outstanding universities. Located in a greater metropolitan area of some 500,000 residents, the campus is about three miles from the heart of Tulsa.

The College of Business Administration has a full-time faculty of 36, an undergraduate enrollment of 1,350 students, and 300 students pursuing the M.B.A. degree and the M.S. in accounting. The college has been a member of the American Assembly of Collegiate Schools of Business since 1949.

PROGRAMS OF STUDY

The University of Tulsa's Master of Business Administration degree program has three major goals: (1) to help those in management positions perform better in their present capacities, (2) to increase the education and understanding of those who seek more rapid managerial advancement, and (3) to equip business professionals with an understanding of the present business system and provide them with the tools to improve it.

The emphasis upon the development of professional managers is approached through a program designed to provide a broad understanding of managerial skills at an advanced level. The program is fully accredited by the American Assembly of Collegiate Schools of Business.

The program requires completion of 30 semester hours of work, including 18 semester hours of core courses for all students and 12 semester hours of electives approved by an adviser. As many as six semester hours of electives may be in approved fields other than business and economics.

Students may opt to write and defend a thesis for three semester hours of their elective credit, or they may take a capstone policies course as they near completion of their course work. All requirements must be met within six years after first enrollment in graduate-level courses. The program is offered on a full-time or part-time evening basis.

The M.S. in accounting is a nonthesis degree requiring 30 semester hours of graduate work. Fifteen credits in five specific three-credit accounting courses are required of all students; however approved electives may be substituted for Consolidated Statements and Accounting Systems I when those courses have been completed at the undergraduate level. (The additional 21 credits of undergraduate accounting required for admission to the program are considered as part of the preparation for the M.S. in accounting degree.) Not more than 18 credits in accounting may be counted for graduate credit. A minimum of 9 credits of accounting and 18 credits overall must be in courses reserved exclusively for graduate students. Students' programs are tailored to their individual objectives in consultation with faculty advisers.

Students must maintain an overall B average to remain in the program. The program does not require a comprehensive final examination.

Students are admitted without deficiencies if they have completed 21 hours of accounting including introductory, intermediate, cost/managerial, tax, and auditing and 24 hours of undergraduate business core courses in economics, finance, management, marketing, quantitative analysis, and business law.

ADMISSION

Minimum admission requirements normally include (1) a baccalaureate degree from an accredited institution, with an overall undergraduate grade-point average of 2.75, (2) a 2.75 grade-point average in 30 semester hours of undergraduate business core courses, and (3) a score of at least 450 on the Graduate Management Admission Test. Criteria such as experience in business or previous graduate study are also considered.

Although students need not have specialized in business as undergraduates, they must be proficient in certain basic business disciplines if they are to be effective at the advanced level of the M.B.A. program. Students without acceptable grades in these prerequisite disciplines may demonstrate their abilities through proficiency examinations, satisfactory scores in the College-Level Examination Program (CLEP), or by satisfactory completion of appropriate undergraduate course work before attempting the advanced business courses of the M.B.A. program.

The University of Tulsa employs, advances, admits, and treats in its employment and educational programs, all persons without regard to their race, color, national or ethnic origin, sex, age, religion, handicap, or status as a veteran.

EXPENSES

A fee of $15 must accompany each application. Tuition for the 1980-81 school year was $105 per hour.

FINANCIAL ASSISTANCE

A limited number of graduate assistantships are available to qualified full-time students. These provide cash stipends plus remission of most of the recipients' tuition.

PLACEMENT

The university maintains a placement center to assist students and alumni in arranging interviews with personnel representatives of business organizations. Each year representatives of a large number of major corporations and governmental agencies come to the campus to interview graduate students.

CORRESPONDENCE

Admission applications may be submitted at any time. Further information may be obtained by writing or calling

The Graduate School
The University of Tulsa
600 South College Avenue
Tulsa, Oklahoma 74104
Telephone: 918-592-6000, extension 2335

UNIVERSITY OF UTAH

SALT LAKE CITY, UTAH

The University of Utah, founded in 1850, is a vigorous and comprehensive institution of higher learning maintaining high standards of academic excellence. The 22,000 students attending the university represent all states, and more than 50 foreign countries. The university's 1,500-acre campus complex of academic buildings and a research park spreads along the western edge of the rugged Wasatch Mountain range. Salt Lake City, a progressive urban and industrial center at the crossroads of the West, is five minutes away. Both campus and community enjoy a year-round series of art exhibits, lectures, museum displays, theater, opera, symphony concerts, and ballet. Ready access to the mountain country surrounding the campus and a four-season climate invite participation in outdoor life from camping, hiking, boating, and fishing to unexcelled powder-snow skiing.

PROGRAMS OF STUDY

Master's degrees offered are the M.B.A., executive M.B.A., Master of Professional Accountancy (M.Pr.A.), M.S. in Finance, M.S. in human resource management, and the following joint programs: J.D./M.B.A., M.S. in hospital pharmacy (residency)/M.B.A., M.S. architecture/M.B.A., M.S. mining engineering/M.B.A., and B.S. in Pharmacy/M.B.A. The doctorate is a Ph.D. in business administration. Students interested in joint degrees are required to gain acceptance from both colleges.

The primary objective of the M.B.A. program is to assist students so that they will be effective administrators in business firms, nonprofit institutions, or governmental units. Thus, an emphasis is placed upon clear definition of problem situations, analysis, and decision making. For nonbusiness graduates, the first year of study is devoted to a series of preparatory classes covering all major aspects of business activity. The second year, required of all candidates, stresses the managerial aspects of business theory and practice with some elective choices that allow for specialization. An M.B.A. program, open to executives in decision-level positions, meets every other weekend.

The Master of Professional Accountancy degree builds on the technical competence students develop in undergraduate accounting programs. Special emphasis is given to developing analytical abilities, improving communication skills, and expanding professional horizons.

The M.S. in finance is an individualized program for a limited number of students; it consists of the M.B.A. core requirements and advanced work to prepare the student for a career in management with emphasis on finance.

The M.S. in human resource management has the purpose of helping students develop skills in understanding and dealing with (1) individual, group, and organizational behavior; (2) the functional aspects of personnel administration, such as compensation, recruitment, selection, training, and career development; (3) conflict and conflict resolution both from an organizational and a collective bargaining perspective; and (4) legislation relating to the management of human resources.

ADMISSION

The University of Utah is an Affirmative Action/Equal Opportunity Employer and, as such, is fully committed to nondiscrimination and equal opportunity in all programs and activities, including but not limited to student admissions and student financial assistance, without regard to age, race, color, religion, sex, national origin, or status as a handicapped individual, disabled veteran, or veteran of the Vietnam era. The college is seeking well-qualified college graduates from all disciplines. Applications and two official transcripts of all college work must be received by February 15 for master's degree applicants for fall-quarter admission. All applicants must submit scores from the Graduate Management Admission Test (GMAT). Applications will be considered if scores from the January GMAT (or tests prior to that) are submitted. The general admission requirements for master's degrees are a bachelor's degree from an accredited college or university with a grade-point average of 3.0 or better and a suitable score on the GMAT. Students interested in the special executive M.B.A. program must, in addition, have at least five years of significant experience. For the Ph.D., one should have grades and GMAT scores in the 90th percentile. In exceptional cases those requirements are offset by particular strengths not measured by grades or test scores. Evidence of thoughtfully determined personal and professional objectives, communication skills, and initiative to conceive of and carry out significant work are requisite criteria.

EXPENSES

Per academic year (September-June)

Tuition and fees, subject to change	
In state	$ 895
Out of state	2,272
Board and room (residence halls)	2,110-2,664
Family housing (one-, two-, and three-bedroom apartments), per month	166-292
Books and supplies	360

Fees in the executive M.B.A. (weekend) program are different; the Director will provide details.

FINANCIAL ASSISTANCE

Assistantships, fellowships, and tuition waivers are available in limited numbers to qualified students on the basis of merit and need. Applications for financial assistance must be submitted by February 2.

PLACEMENT

The university maintains a placement bureau visited annually by representatives of approximately 450 companies from all sections of the country. The placement bureau also keeps interested alumni informed of employment opportunities for experienced personnel.

CORRESPONDENCE

For further information or to request an application for admission, please write to

Director of Graduate Studies
Graduate School of Business
University of Utah
Salt Lake City, Utah 84112
Telephone: 801-581-7785

UNIVERSITY OF VERMONT

BURLINGTON, VERMONT

The University of Vermont provides graduate study leading to a Master of Business Administration (M.B.A.) degree. The program has developed from a high quality undergraduate business education offering which has been in existence for many years. Study may be full time or part time.

The 200-acre campus is located on a high point of land about four blocks above the main commercial district of Burlington and about one mile from the shores of Lake Champlain. The area is well known for its scenic beauty. Proximity to Lake Champlain and major ski areas helps provide a wide diversity of recreational activities.

PROGRAM OF STUDY

The M.B.A. program at the University of Vermont is basically designed to provide an effective educational foundation for continued growth and the development of responsible business administrators.

Candidates must present 36 credits of course work. All courses creditable toward the degree must be numbered 300. All students must complete courses in business policy, accounting, finance, marketing, organizational behavior, and quantitative methods.

Courses include lecture-discussion classes, independent reading and research seminar, and case problem seminars. There is ample opportunity for close association with the faculty.

ADMISSION

A student who holds a bachelor's degree from an accredited college or university is eligible for admission to the M.B.A. program. Academic performance, professional experience and objectives, and personal qualities must indicate a high probability of success in the program. Letters of reference supporting the application are required.

Prior to being admitted to the M.B.A. program, students are expected to present as formal training courses in basic economics and calculus, and to demonstrate competence in computer programming. Transcripts and other training and experience are evaluated on an individual basis. Satisfactory scores on the GMAT are required.

EXPENSES

Tuition rates (academic year 1980-81) were $69 per credit hour for Vermont residents with a semester maximum of $825. For nonresidents of Vermont, tuition was $190 per credit hour. Students enrolled for 12 credit hours or more pay a library fee of $17 and an athletic fee of $15 per semester. In each case the fee is $8.50 if the student is enrolled for less than 12 hours. The health fee is $42 per semester. The above fees are under review and will likely be increased.

Limited housing for married graduate students is available through the University Housing Office. That office also maintains a listing of available off-campus rental facilities.

FINANCIAL ASSISTANCE

Graduate teaching and graduate research fellowships are available in limited numbers. Student personnel fellowships provide both single and married graduate students with the position of a resident adviser. Student loan funds are also available through the Financial Aid Office. Students who wish to be considered for fellowships must submit applications by March 1.

PLACEMENT

The university placement service hosts a large number of representatives of business firms and government agencies who come to interview students for full-time positions. Related services include individual career counseling and preparation of confidential credentials.

CORRESPONDENCE

For copies of the Graduate Catalogue and applications for admission, write

Dean of the Graduate College
University of Vermont
Burlington, Vermont 05405

For specific curriculum information, contact

Department Chairman
Business Administration
University of Vermont
Burlington, Vermont 05405
Telephone: 802-656-4017

The Colgate Darden Graduate School of Business Administration

UNIVERSITY OF VIRGINIA

CHARLOTTESVILLE, VIRGINIA

The Colgate Darden Graduate School of Business Administration at the University of Virginia is located in Charlottesville, a city of 40,000 set [illegible] the foothills of the Blue Ridge Mountains. Founded in 1954, The Darden School has developed a Master of Business Administration (M.B.A.) program that demands a student's best efforts and returns a unique preparation for managerial responsibility in the world of practical affairs. The 450 students currently enrolled in the school work closely with the 55 teaching faculty in a stimulating and supportive environment. In addition to the M.B.A. degree, The Darden School offers a doctoral program.

PROGRAMS OF STUDY

The M.B.A. program prepares men and women of exceptional ability to act with determination, judgment, and integrity in responsible positions of leadership. This objective is achieved through a uniquely integrated program that develops an understanding of the fundamental areas of business while it strengthens the capacity to analyze managerial problems and present intelligent and resourceful solutions to these problems. The case method of instruction is used throughout the program to allow students the maximum opportunity to sharpen their analytical and decision-making abilities. The learning environment, characterized by the classroom discussion essential to the case method, is far removed from academic theorizing. While analyzing the problem, evaluating alternatives, making decisions, and recommending plans for implementation, the students gain knowledge and experience in the realities of a competitive environment as well as discover the underlying concepts and principles. Competence in the basic disciplines is treated as the means toward the more important end of personal growth in the ability to handle challenging problems wisely and responsibly.

The two-year M.B.A. program is an intensive and highly integrated course of study. All of the first-year and one-third of the second-year courses are required. First-year courses in accounting, finance, marketing, quantitative analysis, operations, organizational behavior, applied macroeconomics, and written and oral communications are structured and scheduled as interrelated units. The first-year experience centers on the student's class section and informal study group. There are 4 sections of approximately 60 students each.

The second year of the M.B.A. program is less structured. Required courses deal with business policy, the social and political environment of business, and individually supervised field work on business problems. Elective courses in the various disciplines make up the remainder of the program, and students may choose courses in a functional area of interest or those with a specific applicability, such as the management of small businesses. While breadth in the fundamentals of management is stressed in the program, the curriculum provides the opportunity for in-depth concentration in the second-year electives.

A doctoral program is available for those who wish to pursue careers of teaching and research in the major fields of control, finance, marketing, operations management, and quantitative methods. D.B.A. applicants should write to the Director of the Doctoral Program at The Darden School.

ADMISSION

Because of the integration of the program, students are admitted only on a full-time basis and may begin the program only in September. No credit is granted for previous course work.

The Darden School sets high standards for admission to the M.B.A. program but does not employ rigid criteria. No specific courses or undergraduate majors are required, but a baccalaureate degree is ordinarily expected. Men and women with solid academic records, proven aptitude on the Graduate Management Admission Test, and evidence of maturity and motivation for graduate work will receive first consideration. Because many aspects of the M.B.A. curriculum require competence in quantitative analysis, the ability to deal with mathematical concepts is essential. Full-time work experience is considered especially valuable preparation (80 percent of the students have over 2 years). Qualified applicants still in school may be offered a deferred admission.

The deadline for application is April 1, and the deadline for scholarship application is February 1. Later applicants, if admitted, may be placed on a waiting list.

EXPENSES

Average expenses for 1980-81:

Tuition and fees (Virginia residents)	$2,032
Tuition and fees (out of state)	4,052
Room and board (single students)	3,500

FINANCIAL ASSISTANCE

Financial assistance from the school is available in the form of scholarships and an internal loan program. Scholarships are awarded on the basis of need and merit with some funds specifically designated for minority students. Students are encouraged to investigate state and federal educational loan options before relying on the school's internal loan program. About half the students receive some financial aid. Inquiries about financial aid should be sent to the Committee on Admissions and Scholarships.

CORRESPONDENCE

For additional information, please write or call
Office of Admissions
The Colgate Darden Graduate School of
Business Administration
University of Virginia
Box 6550
Charlottesville, Virginia 22906
Telephone: 804-924-7281

UNIVERSITY OF WASHINGTON

SEATTLE, WASHINGTON

The Graduate School of Business Administration was established in 1917 and has been a member of the American Assembly of Collegiate Schools of Business since 1921. Today it has a senior faculty of 110 members and an average graduate enrollment of 500 master's and 90 doctoral students. The university does not discriminate on any demographic basis in its admissions or operations.

PROGRAMS OF STUDY

The broad objective of the Master of Business Administration (M.B.A.) program is to help students develop the analytical tools for decision making and the understanding of administration that will be of value throughout their careers. The program has been designed for students with undergraduate degrees in arts and sciences, business administration, engineering, and other areas of study. A period of two academic years (six quarters) is required for most students.

The first year of the program is composed of required course work in accounting, finance, statistics, quantitative methods, systems analysis, economics, organizational behavior, marketing, administrative theory, and public policy. Students entering the program with academic backgrounds in business administration may be eligible for waiver of one or more of these courses.

The second academic year is the same for both options. During this year there are 2 required courses (business policy and business, government, and society) and 10 elective courses, which include an area of concentration and fulfillment of a research requirement. The latter is met through either a research paper or specially designed course work. Flexibility is allowed in the electives, which may also be chosen from other colleges.

A Master of Professional Accounting (M.P.Acc.) degree program is in its second year of operation and is aimed at preparing high-level professional accounting specialists. After completion of the first-year M.B.A. core-course requirements, students in their second and third years are provided an opportunity for in-depth accounting course work in a professionally oriented academic environment.

A joint M.B.A./J.D. program is offered in conjunction with the School of Law, and an M.B.A./B.S. program with the School of Pharmacy is in its third year of operation.

The Ph.D. program provides advanced study in business and administration suitable for teaching and research careers. The program consists of one major area of specialization and three additional areas which give breadth and support to the course of study. The selection of subject areas and specific course work is made by the student and his or her program advisory committee. All students are expected to develop competency in research methodology. Generally, applicants must have completed a master's degree by the time of entry into the Ph.D. program. If prior academic work has not covered the equivalent of first-year M.B.A. requirements, such courses are taken upon entry to the Ph.D. program. There is no foreign language requirement. The residence requirement is three years of graduate study, two of which must be at the University of Washington. Of these two, one must be spent in continuous full-time residence at the university.

Areas of concentration are accounting; administrative theory and organizational behavior; business economics; business, government, and society; business policy; finance; human resource systems; international business; marketing; operations and systems analysis; quantitative methods; research methodology (minor only); and urban development. Other areas may also be appropriate.

ADMISSION

New master's students are admitted for summer quarter or autumn quarter only. To be considered for admission an applicant must have a bachelor's degree from an accredited college or university and take the Graduate Management Admission Test (GMAT). Other than college-level calculus and introductory computer programming, there are no specific course prerequisites. No specific majors or areas of concentration are given admissions preference. An undergraduate (junior-senior) grade-point average of 3.3 or better, a GMAT score above 525, and full-time work experience are considered positive indications; motivation and other factors are also considered. Students from non-English-speaking countries also must submit scores on the Test of English as a Foreign Language.

Candidates for the Ph.D. degree are also admitted for summer or autumn quarter only. The applicant must present a master's grade-point average of 3.25 or above, acceptable scores on the GMAT, and three letters of recommendation, at least two from instructors.

EXPENSES

The figures given below are for an academic quarter (subject to change). Living costs vary widely.

Tuition, incidental, and A.S.U.W. membership fees:

Full-time, resident student	$257
Full-time, nonresident student	912

FINANCIAL ASSISTANCE

A small number of privately sponsored tuition scholarships, fellowships, and other grants are administered through the school. Students who wish to be considered for assistance should indicate this on their applications.

Most students admitted to the Ph.D. program receive half-time teaching appointments renewable for three years. The current pay rate for such appointments is $642 per month. Assistantship and financial aid applications should be filed concurrently with admission applications.

PLACEMENT

Employment opportunities for students who have earned master's degrees are provided through the University Business and Professional Placement Center. Academic placement of doctoral students is through the Director of the Doctoral Program and interested faculty members.

CORRESPONDENCE

For further information, write to

Associate Dean for Graduate Programs
Graduate School of Business Administration
Mackenzie Hall DJ-10
University of Washington
Seattle, Washington 98195
Telephone: 206-543-4660

THE UNIVERSITY OF WESTERN AUSTRALIA

PERTH, WESTERN AUSTRALIA, AUSTRALIA

The university, established in 1911, began teaching in 1913. It is situated on a site of some 100 acres at Crawley-Nedlands on a bay of the Swan River about three miles from Perth, capital of the state of Western Australia. Perth has a population of about 900,000 people and is served by international air and sea routes, which continue on to the eastern states of Australia. Perth enjoys a delightful Mediterranean climate and is Australia's sunniest capital.

The master's degree in business administration began in 1973 as a new development within the Faculty of Economics and Commerce. A quota of 60 new students is applied. Both full-time and part-time courses are available.

The proximity of the campus to the downtown center is convenient for part-time students. It also enhances the close relationships enjoyed among the university, the government, and the business community. The Western Australian Regional Computing Centre, located centrally on campus, offers among the most comprehensive and powerful computer facilities available anywhere in Australia.

PROGRAM OF STUDY

The University of Western Australia M.B.A. program is designed to provide an environment which fosters intellectual challenge, problem solving, decision making, and action in the managerial context. The professional manager is seen as an educated, adaptive man. He should be at home in the scientific and scholarly world, but his job is to see the applications, the interactions, the costs, and the benefits among those fields of knowledge which apply to each individual situation, and to take action.

The part-time program is spread over eight semesters (four academic years). The curriculum is divided into two parts: 10 group A core units which are normally required of all students, and group B, the electives, from which the student chooses an additional 6 units. Each unit is studied for one semester only.

The core requirements consist of a grounding in economics, accounting, organization and management, quantitative methods, finance, marketing, production, and business policy. The elective units permit further work in economics, finance, accounting, organization and management, and quantitative methods, and, in addition, specialization in various topics such as government administration, information systems, labor relations, personnel management, and the management of small businesses. Opportunity for research is offered through a unit in research methodology and a research project. There is no thesis requirement.

Classes are held both day and evening. While the curriculum is run on a semester basis, the university calendar, which is based on a three-term structure, is observed. The academic year normally commences late in February and finishes in late October.

Although credit may be allowed for work completed before entry, other units must be substituted for any units credited. Thus, all M.B.A. graduates complete 16 units regardless of their backgrounds.

ADMISSION

Applications for admission are considered by a Selection Committee which meets in the December prior to the start of the academic year. The basic admission requirement is that the student has completed an approved bachelor's degree course or its equivalent. The program is open to graduates of any faculty, and in the process of student selection effort is made to preserve diversity in educational background. The criteria for selection include academic record and relevant practical experience.

The October administration is the last opportunity for presenting scores from the Graduate Management Admission Test to the Selection Committee. Applicants who are not graduates of The University of Western Australia are required to apply for admission *ad eundem statum* and must submit an official statement of their prior academic record at the time of application.

Applications for admission, on the official form, must reach the Registrar, The University of Western Australia, by November 30 of the year prior to the start of the program. Successful applicants are notified by January of the year in which they are to be enrolled. Initial enquiries from overseas should therefore be made as early as possible to allow time for exchange of correspondence. All written enquiries should be sent airmail.

EXPENSES

Although tuition is free, a $A 2,500 annual visa fee is levied by the Austrialian Government on foreign students enrolled in a postgraduate degree. Living costs, including books and other educational expenses, would approximate $A 4,000. On-campus accommodation (including meals) is available. Financial assistance is not available.

CORRESPONDENCE

For information on the programs of study offered by the School of Commerce, write or call

M.B.A. Course Controller
School of Commerce
The University of Western Australia
Nedlands, Western Australia 6009, Australia
Telephone: (Perth) 380-2915

UNIVERSITY OF WINDSOR

WINDSOR, ONTARIO, CANADA

As of September 1, 1965, the former School of Business Administration became the Faculty of Business Administration with its own dean, reporting directly to the president of the university. Graduate study leading to a Master of Business Administration (M.B.A.) degree has been offered since 1959. Both men and women may apply for admission, and study may be either full or part time. The university is located in Windsor, Ontario, a city with a population of 200,000. Detroit, Michigan, is only 10 minutes away from downtown Windsor.

The purpose of the Master of Business Administration program is to provide broad postgraduate study in the general field of business administration. The graduate student is afforded the opportunity to expand his knowledge of the principal phases of business administration and related areas and thereby be prepared for responsible performance in private business and public service careers, and for doctoral studies. The general principles of management are emphasized throughout the program; this approach is strengthened by the use of the case method of instruction to bring reality to the studies.

PROGRAM OF STUDY

The M.B.A. program is a course of study accomplished in three stages:

- Stage I—basic foundation courses,
- Stage II—intermediate courses in desired areas of study,
- Stage III—advanced courses.

Stages I and II consist of prerequisite courses designed to give the student equivalency to an undergraduate honors degree in business administration. The length of study for the prerequisite courses is based on the individual student's background as evaluated by the Faculty of Business Administration. Students who included such courses as economics, mathematics, statistics, and other business-related courses will normally require two semesters for the prerequisite courses. Students without such backgrounds will also require the summer term of study.

Stage III courses are taken in the M.B.A. candidate year. These courses require two semesters for completion. These advanced courses permit a student to study in depth in a minimum of two areas of business administration. Up to two one-semester graduate courses may be included from other facilities within the university with the approval of the Dean of the Faculty of Business Administration. Course electives in Stages II and III provide an opportunity for either specialization or broadening of subject exposure. In addition to course requirements, the candidate is required to prepare and defend a major paper.

The M.B.A. program provides an opportunity to complete the subject matter requirements of the Institute of Chartered Accountants of Ontario.

ADMISSION

Applicants who have secured an overall second-class or B standing in their undergraduate work may be admitted; however, major consideration will be given to the performance of the last two years of the undergraduate program. In exceptional cases, however, the Faculty of Business Administration is prepared to consider other factors, such as graduate courses taken elsewhere or suitable business experience. Prior to acceptance into the candidate year all applicants are required to take the Graduate Management Admission Test (GMAT). Details of the test may be obtained from Educational Testing Service, Princeton, New Jersey 08541.

A graduate from a four-year honors program in commerce or business administration, which, in the opinion of the Faculty of Business Administration, provides an adequate program of study, may be admitted directly to the candidate year of the program provided he has obtained second-class or B standing and has covered all the subjects in the prerequisite year. If the student's undergraduate program is deficient in one or more courses, the student will be admitted to the master's program conditioned in said deficiencies. He will be allowed, however, to pursue courses offered in the candidate year of the program as long as he has satisfactorily passed any prerequisites to any particular course.

Graduates with other than a four-year honors program in commerce will be granted advanced standing in prerequisite year courses for business and business-related courses taken beyond the minimum requirements of a three-year baccalaureate degree. Additional advanced standing may also be secured through qualifying examinations for prerequisite year courses for which knowledge has been acquired through other than university study. These students will be admitted to the candidate year if they have secured a second-class average in the subjects of the prerequisite year and an acceptable GMAT score.

A second-class average is required to receive the M.B.A. degree. Candidate year courses must be completed at the University of Windsor.

EXPENSES

Per academic year	*Domestic*	*Foreign*
Tuition	$ 877.50	$1,725.50
Housing and food	2,200.00	2,200.00
Books and supplies	700.00	700.00
	$3,777.50	$4,625.50

FINANCIAL ASSISTANCE

Financial aid is available to well-qualified students in the form of scholarships, assistantships, Canadian student loans, and Provincial Award programs.

PLACEMENT

A Canada Manpower Centre has staff on campus who assist students in finding employment after graduation, as well as part-time and summer employment while at the school. Yearly, some 200 companies send representatives to the university to interview prospective graduates.

CORRESPONDENCE

For catalogs and applications, write the Admissions Office, Faculty of Graduate Studies. Specific questions about curriculum should be addressed to

Dean, Faculty of Business Administration
University of Windsor
Windsor, Ontario, Canada N9B 3P4
Telephone: 519-253-4232, extensions 279 and 280

UNIVERSITY OF WISCONSIN—EAU CLAIRE

EAU CLAIRE, WISCONSIN

Frequently called "Wisconsin's Most Beautiful Campus," the University of Wisconsin—Eau Claire is located in west central Wisconsin on a 310-acre, two-level campus embracing Putnam Park on the banks of the Chippewa River. The location provides ready access to the recreational activities for which northern Wisconsin is so well known. The city of Eau Claire has a population of 49,000 and provides an attractive atmosphere for graduate study.

Founded in 1916, the University of Wisconsin—Eau Claire now enrolls over 10,000 students; faculty and academic staff total more than 640. The Master of Business Administration (M.B.A.) program is offered jointly by the School of Business and the Department of Economics. The School of Business was created in 1966. Composed of the Departments of Accountancy, Business Administration, and Office Administration, the School of Business currently has more than 2,800 students. There are 70 faculty members in the School of Business and Department of Economics, many of whom enjoy state, national, and international reputations.

The School of Business, through its Bureau of Management Development and Research, offers many programs to assist in business and industrial development.

PROGRAM OF STUDY

The Master of Business Administration was approved by the University of Wisconsin Board of Regents in 1975.

The overall objective of the program is to prepare graduates for positions of leadership in business and public administration. The program has been designed to develop the student's critical, analytical, problem-solving, and decision-making capabilities and to provide basic knowledge useful in the solution of management problems.

The specific objectives are to provide experiences necessary to enable the student to understand the economic, social, and legal environment in which organizations exist and operate; conceptualize and analyze administrative problems; apply a wide variety of problem-solving tools and techniques in an administrative environment; communicate decisions and information; and develop the personal resources and ethical foundations required to meet the challenges and opportunities of a changing social, political, and economic environment.

Graduate M.B.A. courses are offered during late afternoons and evenings to allow students to enroll on a part-time or full-time basis. Students whose undergraduate majors were not in a business field will normally require two calendar years of full-time study to complete the program. Those who hold undergraduate degrees in business will normally require one calendar year of full-time study. Students pursuing the M.B.A. degree part time will require proportionately longer periods to complete the program.

The curriculum is composed of two segments, a foundation phase and a graduate phase. A list of the courses in each phase may be obtained from the M.B.A. Office. Students holding a baccalaureate degree in a business field normally will have satisfactorily completed all foundation courses. Other students must satisfy the foundation requirements by taking appropriate graduate or undergraduate courses prior to enrollment in the second-phase courses.

The M.B.A. student, after having satisfied the foundation requirements, will then enroll in graduate courses toward the second phase of the program. In addition to required core courses in the second phase, the student can choose approved electives to provide specialization or to meet the student's particular career goals.

ADMISSION

A candidate for admission must submit the following at least 30 days prior to the anticipated date of registration: (1) a completed application form accompanied by a $20 nonrefundable application fee, (2) official transcripts (to be sent directly from each institution at which the applicant has attempted undergraduate or graduate work), (3) official notice of the applicant's score on the Graduate Management Admission Test (GMAT), and (4) official score from the Test of English as a Foreign Language (TOEFL) for students whose native language is not English.

To be admitted to the M.B.A. program, an applicant must hold a baccalaureate degree in any major from an accredited college or university. The applicant must have an acceptable undergraduate grade-point average and must present a satisfactory GMAT score. Foreign students must obtain a TOEFL score of at least 550.

Students may apply for admission to either the fall, spring, or summer terms.

EXPENSES

Tuition in the fall of 1980 was $56 per graduate credit for residents and $179 per graduate credit for nonresidents; tuition for students enrolled in nine or more graduate credits was $504.50 and $1,612 respectively. Reciprocity currently enables Minnesota residents to attend at the resident tuition rate. Fees are subject to periodic change by Board of Regents' action.

PLACEMENT

The Office of Career Planning and Placement maintains contact with representatives of business and industry, governmental services, and health agencies, many of whom visit the campus to interview students each year.

CORRESPONDENCE

For further information, write or call
M.B.A. Office, Schneider 117
School of Business
University of Wisconsin—Eau Claire
Eau Claire, Wisconsin 54701
Telephone: 715-836-5473

THE UNIVERSITY OF WISCONSIN—LA CROSSE

LA CROSSE, WISCONSIN

In 1975, La Crosse, Wisconsin was named the number one small city in the nation. Within the city of 50,000 are three institutions of postsecondary education, nationally recognized health care facilities, and a diversity of business and industry. The La Crosse area is famous for its exceptional natural beauty. Abundant water, woodlands, and varying terrain provide a year-round invitation to those who enjoy outdoor activities such as skiing, sailing, hunting, fishing, skating, riding, camping, and hiking.

The University of Wisconsin—La Crosse, located in a residential area near the Mississippi River bluffs, is a public institution of higher education governed by the Board of Regents of The University of Wisconsin system. It was founded in 1909 as a normal school, authorized to grant baccalaureate degrees in 1926, and has offered graduate studies since 1956. The university has an enrollment of 8,500 students and approximately 500 faculty and academic staff members.

The School of Business Administration was established in 1972 and is the fastest growing campus unit. Forty-five faculty members instruct 2,000 undergraduate students in the majors of accounting, business administration, economics, finance, and marketing.

The Bureau of Business and Economic Research and the Center for Economic Education serve the university and the business and educational community.

PROGRAM OF STUDY

The Master of Business Administration (M.B.A.) program is designed to prepare students to achieve responsible positions in business, education, and government. It is structured as a broad preparation for managerial careers and is available to all qualified students, regardless of undergraduate major. The core curriculum provides a set of analytical tools sufficiently fundamental to be relevant to a broad range of management problems.

The curriculum is composed of two segments, a foundation and a graduate phase. Students holding a baccalaureate degree in a business field normally will have satisfied all foundation courses. Those with degrees in other fields will be required to make up any deficiencies in the foundation area prior to enrollment in graduate-level courses.

The M.B.A. curriculum consists of 21 hours of core courses and 9 hours of electives. The seven required courses are taken in management, marketing, economics, accounting, and finance. The three elective courses may be taken in three different areas or as a concentration in one discipline. There is no thesis or seminar paper and no comprehensive examination. A maximum of 9 credits taken at other institutions may be applied to the M.B.A. degree.

The program is offered on a part-time basis during the evening year round, and courses are sequenced for admission in August, January, and June.

The degree may be pursued on a part-time or full-time basis. Those who hold an undergraduate degree in business will normally require one calendar year of full-time study. Students whose undergraduate majors were not in a business field will normally require two calendar years of full-time study to complete the program.

ADMISSION

A candidate for admission must submit the following at least 30 days prior to the anticipated date of registration: (1) a completed application form accompanied by a $20 nonrefundable application fee, (2) official transcripts (to be sent directly from each institution at which the applicant has attempted undergraduate or graduate work), (3) official notice of the applicant's score on the Graduate Management Admission Test (GMAT), and (4) official score from the Test of English as a Foreign Language (for students whose native language is not English).

To be admitted to the M.B.A. program, an applicant must hold a baccalaureate degree in any major from an accredited college or university. The applicant must have an acceptable undergraduate grade-point average and must present a satisfactory GMAT score. Foreign students must obtain a TOEFL score of at least 550.

Students may apply for admission to either the fall, spring, or summer terms.

EXPENSES

Tuition, per semester, in 1980-81 was $570.50 for full-time resident students and $1,678.00 for nonresidents.

Residence hall fees are $350.00 per semester for a double room. Single rooms are not available, and there is no on-campus housing for married students.

FINANCIAL ASSISTANCE

A limited number of graduate assistantships are available for students enrolled full time in the M.B.A. program.

CORRESPONDENCE

For further information, please write
William O. Perkett, Dean
School of Business Administration, 223 NH
The University of Wisconsin—La Crosse
La Crosse, Wisconsin 54601

UNIVERSITY OF WISCONSIN—MADISON

MADISON, WISCONSIN

Graduate work at the University of Wisconsin began informally about 1880. By 1904, departments that offered graduate work and students who were enrolled at the graduate level had so increased that the university formally established the Graduate School. In the ensuing years, graduate education at the university has grown to such a degree that the University of Wisconsin now ranks among the leading universities in the United States granting the Doctor of Philosophy (Ph.D.) degree. The Graduate School of Business enjoys full cooperation of the business community throughout Wisconsin and northern Illinois and offers students unlimited opportunity to become acquainted with financial and industrial enterprises.

The Graduate School of Business, an integral part of the University of Wisconsin Graduate School, offers programs that lead to the following degrees: Master of Business Administration (M.B.A.), Master of Science in Business, Master of Arts in Business, and Doctor of Philosophy. In 1980, there were 892 master's candidates and 101 Ph.D. candidates enrolled for full-time graduate study in the School of Business. The Master of Business Administration program covers both the general knowledge and the special skills required for a career in business. A broad education for business includes exposure in all functional areas. Graduate students may elect the broad diversified master's degree, or they may elect a modest concentration in the following areas: accounting, actuarial science, appraisal; arts administration; business statistics; finance, investment, and banking; health care fiscal management; health services administration; information systems analysis and design; international business; management; marketing; public management; quantitative analysis; real estate appraisal and investment analysis; real estate and urban land economics; risk and insurance, and transportation and public utilities.

PROGRAMS OF STUDY

The master's degree programs vary in length from one to two years, depending upon the candidate's undergraduate major. For students who enter the program having substantially met the undergraduate requirements for the B.B.A. degree, the master's program will usually require one calendar year. For candidates who enter the program with less than the equivalent of a B.B.A. degree, the program will require a proportionally longer time. For example, an undergraduate English or history major would usually require two years to obtain a master's degree in business administration.

The Doctor of Philosophy, the highest earned degree conferred by any university, represents more than the mere sum of semesters during which a candidate has been in residence or the credit he has earned for courses completed. The degree is granted only upon evidence of high proficiency, together with a recognized ability for independent investigation as demonstrated in a dissertation based upon original research or creative scholarship and communicated in a lucid, engaging writing style. Areas of specialization at the doctoral level include accounting; business statistics; finance, investment and banking; information systems analysis and design; international business; management; marketing; public management; quantitative analysis; real estate and urban land economics; risk and insurance; and transportation and public utilities.

ADMISSION

Students admitted at the graduate level must have (1) a bachelor's degree from an approved institution; (2) an undergraduate grade-point average of 2.75 or higher (4.0 basis); and (3) satisfactory test scores from the Graduate Management Admission Test (GMAT). Due to the increasing number of quality applications received by the School of Business, enrollment may be limited despite fulfillment of the minimum entrance requirements indicated above.

EXPENSES

In 1980-81 semester fees and tuition for candidates registered as full-time graduate students were approximately $680 for Wisconsin residents and $2,064 for nonresidents. These charges are periodically changed by the Regents. Tuition and fees for the summer session are based upon the number of credits carried. When the course credit load is reduced, some students may find it possible (and economical) to pay fees on a per-credit basis.

FINANCIAL ASSISTANCE

Financial aid to graduate students includes fellowships, scholarships, research assistantships, teaching assistantships, and loans. Ordinarily, financial assistance is not available to foreign students in their first year of study because of the difficulty of evaluating the relative quality of their performance.

PLACEMENT

The Placement Bureau of the Graduate School of Business is available to aid candidates for advanced degrees locate responsible and challenging management positions in business, industry, and government.

CORRESPONDENCE

For further information, please write to
Director of Graduate Admissions
Graduate School of Business
University of Wisconsin
1155 Observatory Drive
Madison, Wisconsin 53706
Telephone: 608-262-1555

UNIVERSITY OF WISCONSIN—MILWAUKEE

MILWAUKEE, WISCONSIN

The University of Wisconsin—Milwaukee is located in an urban environment with programs geared to both a resident and urban student body. Classes are scheduled thoughout a 14-hour day and on weekends to meet the needs of full-time and part-time students.

PROGRAMS OF STUDY

The Master of Business Administration (M.B.A.) degree offers students wide-based knowledge in five major areas, each of which contributes an essential element to the student's education as a manager.

Management foundation courses provide up to 10 credits of background for those students lacking adequate preparation in the areas of economics, mathematics, statistics, accounting, and computers.

Four component areas totaling 30 credits are required of all students. The management science core introduces the student to the behavioral sciences, the study of organizations, the advanced tools of analysis of modeling, operations research, and managerial economics. The functional area provides knowledge of the subject matter and operational processes in marketing, finance, and production as well as utilizing this knowledge for decision making. Integrating courses in business environment and policy provide a capstone to the managerial tools and knowledge acquired in other course work. They provide awareness of the social, cultural, legal, and ethical implications of managing an enterprise. Finally, electives allow the student to tailor a program toward research, general management, or functional area management.

The M.S. program equips students with in-depth knowledge in a specialized area of their choice along with preparation in management science.

Accounting provides professional training in the field and qualifies the student to write the Certified Public Accounting (C.P.A.) Examination. Finance analysis equips the student with theoretical concepts and analytical tools needed for solving financial problems of the firm, the financial intermediary, and the individual investor. Health care management trains business-oriented professional administrators to assist in the management of complex health organizations and programs. The management information systems area develops a systems approach to solving informational problems, placing emphasis on the application of information science techniques, and the use of computers in the decision context. Marketing analysis emphasizes the development of analysis, measurement, and research skills to solve problems in such areas as new product management, distribution planning, advertising media choice, and market behavior. The operations analysis area develops skills in analytical techniques, statistics, and mathematical model building for facilitation of organizational decision making. Organization science focuses on the systematic understanding of human behavior in relationships between individuals, and within and between work groups and organizational units. Taxation trains high-caliber specialists who can provide expert guidance on tax matters to business and nonbusiness organizations and to individuals. Special fields of study are designed by any student with special interests outside those concentrations mentioned previously.

The M.B.A.-Executive Curriculum is a special two-year program for experienced executives who have demonstrated the capacity for middle- and upper-management positions. Admission is based in part on nomination and sponsorship by the employing company or organization. The curriculum has been structured to meet the needs of the working manager; classes meet one full day per week on alternating Fridays and Saturdays. This format provides the high-quality, paced instruction typical of standard M.B.A. programs as well as maximum flexibility.

The Ph.D. program leads to a doctorate in management science. This program focuses on management research which can be applied to improve the productivity and effectiveness of businesses and other organizations, especially those in an urban setting. The curriculum has been designed for students aspiring to research-oriented staff careers or teaching and research in academic institutions. The Ph.D. curriculum offers a choice of major and minor fields of specialization from two broad groups: decision sciences and organization and management information.

ADMISSION

To be admitted to the various programs, the applicant must have earned a bachelor's degree from an accredited college or university with a cumulative grade-point average of at least 2.75 (4.00 scale) for undergraduate work. He or she must also attain suitable scores on the Graduate Management Admission Test (GMAT). Applicants should take the GMAT early to avoid delay in admission.

EXPENSES

Fees, effective September 1980 and subject to change

Resident, per credit to 7 credits	$ 97.50
Nonresident, per credit to 7 credits	270.50
Full-time tuition, resident	663.05
Full-time tuition, nonresident	2,047.05

FINANCIAL ASSISTANCE

The university administers several different forms of financial aid: fellowships, scholarships, teaching assistantships, research or project assistantships, and loans. Application forms for these awards can be obtained from the Graduate School Office and must be returned to the School of Business Administration by February 10, together with complete official transcripts, scores on the GMAT, and letters of recommendation.

PLACEMENT

The school's Placement/Career Counselor complements an extensive academic advising unit providing each student with maximum counseling and career-search opportunities.

CORRESPONDENCE

For further information write or call
Student Advising Center
School of Business Administration
University of Wisconsin—Milwaukee
P.O. Box 413
Milwaukee, Wisconsin 53201
Telephone: 414-963-5271

UNIVERSITY OF WISCONSIN—OSHKOSH

OSHKOSH, WISCONSIN

Located on the Fox River near historic Lake Winnebago, the University of Wisconsin—Oshkosh is a leading institution in one of the country's great university systems. Approximately 10,000 students are enrolled with about 10 percent pursuing graduate work. The coeducational university is comprehensive in scope with schools of nursing, education, letters and science, and business. The fall semester begins in early September and terminates before Christmas. The spring semester is completed by mid-May. A comprehensive summer session is also offered.

Work leading to a Master of Business Administration (M.B.A.) degree was first offered during fall 1970, and AACSB program accreditation was granted in 1977. Present graduate enrollment in business comprises approximately 600 students with undergraduate degrees taken in 50 major areas from 100 colleges and universities. It is possible to pursue the degree on either a full- or part-time basis. Classes are offered on a selected, rotating basis throughout east-central Wisconsin. At present, programs are offered in the Green Bay and Stevens Point, Wausau, areas as well as on the main Oshkosh campus. Full-time, terminally qualified faculty teach at each campus.

PROGRAMS OF STUDY

The M.B.A. program is designed to provide exposure to both the conceptual and substantive facets of modern multidimensional management. Essentially, the aim is to provide broad education in management with additional graduate study in a professional area of emphasis. The curriculum is responsive to social, economic, and technological developments and applies the evolving knowledge in the social, behavioral, and quantitative sciences. The program is structured to develop the student's critical, analytical, and decision-making abilities to contribute to social change and to the growth of professional management.

There exists a critical shortage of professional managerial talent—people with the ability to organize, plan, inspire, and direct the work of others. This need involves not only competitive enterprise but also governmental organizations and nonprofit institutions as society attempts to use resources more effectively in the satisfaction of human needs. Fundamentally, the M.B.A. program is designed to help fill the need for professional managers.

Applications for the M.B.A. program are invited from interested persons with bachelor's degrees in the arts, science, engineering, or business from accredited schools. Courses in this M.B.A. program are designed for and limited to graduate students.

A special group of graduate foundation courses is offered for students who have not had prior undergraduate course preparation or the equivalent. While the foundation courses carry graduate credit, they are taken, if required, in addition to the components of the M.B.A. itself which requires 30 semester hours of study. A graduate in business would normally have fulfilled these requirements. Graduates from other fields may demonstrate equivalency in any of the foundation areas.

Upon completion of the foundation requirements, M.B.A. candidates may enroll in the management core sequence. Courses which comprise the management core build on the substance of the foundation study as well as provide the concepts and tools necessary for success in subsequent academic and career activities.

Management core	*Credits*
Financial management	3
Organization theory	3
Managerial accounting	3
Quantitative methods	3
Information systems integration	1½
Organizations and their environments	3
Corporate strategy	1½
Marketing management	3

Finally, the student must complete nine credits of graduate electives from one of the following areas of emphasis or across the following areas of emphasis: accounting, finance, operations management, manpower management, and marketing.

In addition to the M.B.A. program, the school offers a Master of Science in accounting program. The M.S. in accounting program is designed as a first professional degree in accounting. The program is structured to accommodate students with a bachelor's degree in virtually any field. Study for the M.S. in accounting degree provides preparation for employment in public accounting, business, government, and nonprofit agencies, and/or for initial employment as an instructor at the college level. The program is intended for full-time students, and all classes are held on the UW-Oshkosh campus during both daytime and evening hours.

ADMISSION

Admission is granted on either a probationary or unrestricted basis. Factors considered are scores on the Graduate Management Admission Test (GMAT), undergraduate grades and trends, and pertinent experience.

EXPENSES

Wisconsin residents pay a maximum of $65 per credit hour; nonresidents, a maximum of $190 per credit hour.

FINANCIAL ASSISTANCE

A limited number of graduate assistantships paying $4,000 per academic year are available. Applications for the fall term should normally be received by April 1.

PLACEMENT

The university maintains a comprehensive placement bureau to assist prospective graduates in finding desirable positions.

CORRESPONDENCE

For further information or to request an application for admission, please write or call

Director of Graduate Programs
College of Business Administration
University of Wisconsin—Oshkosh
Oshkosh, Wisconsin 54901
Telephone: 414-424-1436

UNIVERSITY OF WISCONSIN—WHITEWATER

WHITEWATER, WISCONSIN

The College of Business and Economics was established in 1963, having grown out of a strong business program which had its inception in 1913.

The Master of Business Administration (M.B.A.) and M.S. in accounting programs are accredited with AACSB. It is possible to pursue either of these two degrees on a full or part-time basis. At present, classes are offered on a rotating basis at Waukesha, Janesville, and Whitewater. Full-time, terminally qualified faculty teach at each location.

PROGRAMS OF STUDY

The M.B.A. degree has as its main objective the preparation of men and women for careers in administration and teaching. The specific objectives are

- to provide sound preparation in foundation courses concerning basic tools and functional areas which are critical to the understanding of business,
- to study in depth those tools and functional areas which are essential to sound administrative practices,
- to give the student an in-depth study of an area of concentration in which he has an interest and in which he desires to begin his professional life,
- to provide the tools and knowledge for identifying problems, collecting data, and analyzing data to make sound decisions in a dynamic economic environment.

The fields of concentration are accounting, business education, finance, international business, management, managerial economics, and marketing. The program is built on a core of undergraduate requirements in the areas of accounting and finance, mathematics and statistics, economics, management, marketing, law, and computers. The foundation courses can be completed in an undergraduate program in business or by completing specific graduate courses after having been admitted to the program. The program can be completed in one year for those who have had all foundation courses or up to two years for those who have not.

General requirements for the completion of the M.B.A. degree include a minimum of 36 graduate credits which may include a thesis of up to 6 credits. All students are required to have adequate preparation in the common body of knowledge as defined by the AACSB. Those individuals not having sufficient preparation will be required to take additional graduate courses. Normally a program of study for those not having prior business preparation would consist of two years.

Free elective credits may be chosen from any 730-level (or above) courses offered in the departments of accounting, business education and office administration, economics, finance, management, or marketing. In consultation with the advisor these courses are chosen outside the student's emphasis area for the purpose of broadening the student's competence for overall management.

An area of emphasis will be chosen from accounting, business education, finance, managerial economics, management (general, personnel, or production), international business, or marketing. On the recommendation of the student's advisor and with the approval of the Associate Dean a thesis of up to six credits may be included in the nine-credit emphasis.

A Master of Science (M.S.) in accounting degree program is designed primarily as a first professional degree for candidates with a nonbusiness undergraduate background. Candidates with an accounting major or equivalent undergraduate background may consider either the M.B.A. program, or, if a greater degree of specialization is desired, the M.S. program. Programs for completion of the M.S. degree are designed to fit the individual needs of the student and satisfy the academic requirements to write the Certified Public Accountant examination.

All candidates for the M.S. degree are required to complete a minimum of 30 credits of graduate work, depending upon their undergraduate preparation.

ADMISSION

Requirements for admission are limited to good standing using the criteria:

- undergraduate degree from an accredited institution,
- 975 composite based on the formula Graduate Management Admission Test (GMAT) + 200 × overall undergraduate grade-point average (GPA), or
- 1025 composite based on the formula GMAT + 200 × upper-division undergraduate GPA.

Foreign students must also have on record a Test of English as a Foreign Language (TOEFL) score of at least 550 or equivalent on another examination.

An application file is not reviewed until official transcripts and the GMAT score are on file. Due to increasing enrollments, admission may be limited despite fulfillment of the minimum entrance requirements.

EXPENSES

Per semester	*In state*	*Out of state*
Tuition (9 credits or more)	$ 550	$ 1,660
Room and board	900-1,050	900-1,050
Books	150	150
Approximate total	$1,600-1,750	$2,710-2,860

FINANCIAL ASSISTANCE

Assistantships and scholarships are available for full-time graduate students. Graduate assistantships provide a stipend of approximately $3,000 for two semesters. Scholarships cover the cost of fees. Students holding an assistantship are expected to perform 15 hours of work per week. At present, graduate assistants do not teach classes. Forms are available for application for assistantships in the Graduate Office. Scholarships are administered through the Financial Aids Office.

PLACEMENT

The College of Business and Economics works very closely with the University Placement Office. Companies come from throughout the Midwest and from other sections of the country. Representatives of approximately 230 companies interview on campus every year.

CORRESPONDENCE

For further information, please write to

Associate Dean
College of Business and Economics
University of Wisconsin—Whitewater
Whitewater, Wisconsin 53190

Graduate School of Business Administration

UNIVERSITY OF THE WITWATERSRAND

JOHANNESBURG, TRANSVAAL, REPUBLIC OF SOUTH AFRICA

The Graduate School of Business Administration of the University of the Witwatersrand, Johannesburg, provides a center for academic and professional management education in the largest industrial and commercial area of South Africa. The school is set in spacious grounds with easy and rapid access to the commercial center of Johannesburg. The school offers a postgraduate M.B.A. degree, a Ph.D. degree, a postgraduate diploma in personnel management leading to a master's degree in personnel management, a six-week executive development program, a four-week mining management development program, and a variety of other shorter seminars in the Continuing Business Education Program of the school.

The business school also controls and administers the following ancillary organizations which form an integral part of the school:

- The Center for Developing Business provides a management advisory service for existing small businesses and arranges management training courses. It also provides a source of applied research by both students and faculty.
- The Merger Research Bureau has a comprehensive library of documents relating to listed companies and, in particular, mergers and acquisitions. A review is published every two years which will survey the mergers of the preceding period.
- As an urban business school which is dedicated to continuing business education, the school, through The Center for Business Studies, provides a forum where businessmen can discuss current issues and future developments with faculty members from both the business school and other university departments. The center also provides a medium for informed comment on matters of interest to the business community.

PROGRAM OF STUDY

The M.B.A. degree is offered both as a full-time program and as a part-time program. The full-time program extends over two academic years or seventeen months; and the part-time (evening) program involves a minimum three-year period of study. The content of both programs is identical.

The primary objective of the course is to assist the student, first, to develop a professional approach to managerial problem solving, and secondly, to deal in depth with the complexities of the major functional areas of management.

The first academic year of study comprises 18 compulsory core courses aimed at developing an awareness and an understanding of the main concepts and tools of business management and involves basic studies in the fundamental areas of accounting, business policy, economics, finance, human and organizational behavior, law, marketing, and mathematics.

In the second academic year the student is enabled to develop competence in the use and application of what has been taught during the first academic year, first through the study of 5 elective courses (chosen from a list of approximately 20 different courses) and, secondly, through preparing and writing a research report on a relevant topic approved by the business school. During this second year students may choose to direct their studies in a more specialized direction: construction management, behavior, financial management, marketing management, or quantitative methods, or may follow a more general program of study.

The use made of case studies, applied projects, class discussions, and field work during the core program is intensified during the second half of the program. The learning process also includes constant consultation with professors, both local and foreign, visiting businessmen, and fellow students.

ADMISSION

The M.B.A. course is open to a limited number of outstanding men and women. A degree from a recognized university in South Africa, or a degree from abroad recognized by the University Senate, is a requirement for admission. Chartered Accountants registered with the Public Accountants' and Auditors' Board of South Africa and/or similar bodies in other countries are also acceptable. No particular background, majors, or area of concentration is required.

Admission to the business school is decided by an Admissions Committee which evaluates each application on the basis of the information furnished in an application form, the results obtained from the Graduate Management Admission Test (GMAT) which each candidate is required to write, and reports by two referees. The committee takes into account the candidate's academic record, GMAT scores, work experience, leadership potential, motivation, and maturity. Each candidate may be required to attend an interview if practicable.

EXPENSES

Full-time fees are R2420 (part-time R2520). Cost of textbooks is approximately R600.

FINANCIAL ASSISTANCE

A limited number of bursaries administered by the school are available to M.B.A. students; the University of the Witwatersrand also has bursaries and loans available for M.B.A. students.

Special student bank loans are available, by private negotiation, from most of the leading commercial banks in South Africa.

PLACEMENT

A placement service is available.

CORRESPONDENCE

For information, please write or call

Director, Graduate School of Business Administration
University of the Witwatersrand
P. O. Box 31170
Braamfontein 2017, Republic of South Africa
Telephone: Johannesburg 642-4771
Telegrams: Embark, Johannesburg

College of Commerce and Industry

THE UNIVERSITY OF WYOMING

LARAMIE, WYOMING

The University of Wyoming is a fully-accredited land-grant institution, founded in 1886. Located in Laramie, a city of 30,000 in the south-eastern part of the state, the university remains Wyoming's only four-year institution of higher learning. Steadily increasing state revenues resulting from the growth of the energy industry in the sate, has allowed the university to significantly expand its library, computer facilities, and physical plant in the last few years.

Pleasantly situated between two mountain ranges in the Medicine Bow National Forest, Laramie is less than an hour's drive from the 11,000 foot-plus Medicine Bow Range of the Rockies with all of its recreational opportunities—and less than 2½ hour's drive from dynamic Denver, Colorado. Laramie's altitude of 7,200 feet provides a respite from the heat, smog, and other air pollution, humidity, and overcrowding which exists in a large part of our country. Due to the buffering action of the two mountain ranges, winters in Laramie itself are surprisingly moderate.

There are over 800 faculty serving approximately 9,200 students on a 735-acre campus containing 40 major building. There are approximately 200 students enrolled in graduate business programs. Of these, 65 to 75 are on the main campus, while the rest are divided between the 2 evening programs in Casper and Cheyenne.

PROGRAMS OF STUDY

The College of Commerce and Industry's graduate programs in business consist of a Master of Business Administration (M.B.A.) and Master of Science (M.S.) programs in accounting, finance, industrial management, and marketing. Although the M.S. programs tend to be more quantitative and specialized, the M.B.A. program features a mix of quantitative and more qualitative courses and emphasizes breadth and overall competence for general management. All programs emphasize individual development and personalized study through the substantial elective portions of the 30 semester-hour curriculum. Courses are taught during the day in small (10 to 25 students) sections/seminars in fall and spring semesters and a summer session. The total number of semesters depends on the student's background and course load per semester.

The M.B.A. degree program emphasizes breadth of understanding of essential information, concepts, and techniques that any contemporary general manager aspirant should be able to apply. Six three-hour graduate-level courses in accounting, general management, finance, marketing, production-operations, and business policy/strategy comprise the core of the program. The flexibility inherent in the remaining 12 hours of electives is a strong point of the program because it allows students to tailor studies to their particular interest.

The M.S. programs are especially recommended for individuals who wish to pursue a specialty in one of these areas. The M.S. in finance places emphasis on corporate finance, banking, investments, or real estate—with supporting areas in accounting or economics. The M.S. in industrial management is designed to build on a technical background and emphasizes advanced study in production management, operations research, statistics, and engineering. The M.S. in marketing concentrates on marketing management, consumer behavior or marketing research, with supporting areas typically drawn from psychology, sociology, or statistics. The M.S. in accounting is designed primarily for students who have completed an undergraduate major in accounting.

Students without an undergraduate degree in business or accounting must complete a standard preparatory program of common body of knowledge (CBK) course work. From one to three semesters may be required, depending on the student's particular background.

ADMISSION

Applicants must have a bachelor's degree from an accredited four-year college or university. The student must achieve a satisfactory score on the Graduate Management Admission Test (GMAT) as well as have an acceptable academic record as an undergraduate. The current AACSB admission formula, using both the GMAT score and undergraduate grade-point average (GPA), is followed. Students may enter any of the programs at the beginning of any term and may pursue their degree on either a full-time or part-time basis. There are no limits on enrollments. The application deadline is 45 days before the start of registration for any term.

EXPENSES

The 1980-81 full-time tuition per academic term was $296 for Wyoming residents and $939 for nonresidents. A room in a university residence hall is $705 per two-semester period. Married student housing (apartments) rates ranged from $97 to $171 per month (1980-81). Considerable off-campus housing, for both families and single students, is available in a wide range of rental rates. Inquiries regarding housing should be directed to the Director of Housing, Box 3394, The University of Wyoming, Laramie, Wyoming 82071.

FINANCIAL ASSISTANCE

There are a number of competitive half-time assistantships available to graduate students on the Laramie campus. These consist of both a stipend and a waiver of part of the tuition fees. Application deadline is the middle of preceding semester.

Work-study assistance, National Direct Student Loans, Guaranteed Student Loans, and a limited number of fee-remission graduate scholarships are available to qualified students.

PLACEMENT

The University of Wyoming operates a very active placement service which provides assistance to graduate students in seeking both career employment and summer or part-time jobs during the school year.

CORRESPONDENCE

For further information, contact
Director, Graduate Business Programs
College of Commerce and Industry
P.O. Box 3275, University Station
The University of Wyoming
Laramie, Wyoming 82071
Telephone: 307-766-4194

College of Business

UTAH STATE UNIVERSITY

LOGAN, UTAH

Utah State University was founded in 1888 as part of the land-grant university system. It is located in Logan, Utah, a community of 21,000 in northern Utah. There are approximately 9,000 full-time university students with 1,300 students in the graduate program. An average of 90 full-time students are enrolled in the graduate business programs.

Classes in commerce and business were offered in 1890, marking Utah State University as one of the oldest business schools in the country and the pioneer business school in the Intermountain West. Graduate programs in business administration were offered in 1960. Two degrees are conferred: a Master of Business Administration (M.B.A.) and a Master of Accounting (M.Acc.). These programs are housed in a new business building with outstanding facilities.

PROGRAMS OF STUDY

The M.B.A. program provides broad training which focuses attention on managerial problems and decision making. It is aimed at providing a basis for long-range advancement. It is also directed at developing the character, analytical skills, and understanding of our economy and the business environment necessary to operate effectively as a manager.

The M.B.A. degree is open to qualified students with a bachelor's degree regardless of their undergraduate major. The time necessary for completion of the degree is dependent upon the individual's background and preparation.

Students with undergraduate majors in business typically require 45 quarter hours of credit or one academic year to complete the M.B.A. program. This one year consists entirely of graduate courses of a wide variety, encompassing the fields of marketing, accounting, production, finance, economics, quantitative methods, organizational behavior, social responsibility, management theory, and other related areas. Twelve to 15 hours of electives are allowed. A research requirement is satisfied through a course work option or by writing a thesis. Classes are purposely limited in size, thus allowing personal contact with the professor. A variety of teaching methodologies are used.

Students without an undergraduate degree in business must complete the business core courses before proceeding to the advanced or second-year program. This typically requires from one to three quarters depending on the content of the student's undergraduate program.

The M.Acc. (Master of Accounting) program is part of a five-year professional accounting program of study which gives students the option of (1) receiving a B.S. degree after four years, or (2) receiving the M.Acc. degree after completing a fifth year of study. The program emphasizes preparation for the practice of accounting in public accounting firms, industry, government, and nonprofit organizations. The M.Acc. professional program provides a choice of four areas of specialization: financial/audit, taxation, managerial accounting, and administrative services. Three C.P.A. review courses are available as electives. The C.P.A. examination may be taken before graduation. M.Acc. students will be expected to pass a written comprehensive examination.

Students with an undergraduate major in accounting will be expected to complete 45 credits of graduate work, 12 of which may be electives. Students with less than the equivalent of the undergraduate accounting program will be expected to make up any deficiencies.

ADMISSION

Applicants are considered who have graduated from an accredited college or university with a four-year degree. Factors considered are as follows:

- undergraduate academic record (It is desirable for a student to have achieved a 3.0 average on a 4.0 basis either during the last two years or for all four years. However, a student with a grade-point average less than this is considered providing other aspects of the credentials are highly favorable),
- scores on the Graduate Management Admission Test,
- three letters of recommendation, and
- the maturity and motivation of the student.

Work experience is desirable but not a requirement to gain entrance to the program. Students can usually enter the program at the beginning of any quarter. The application deadline is 60 days before the start of any quarter.

EXPENSES

Full-time student tuition and fees amount to $217 per quarter for residents of Utah and $567 for nonresidents. Housing is available on campus for married and single students. Married student housing will range between $108 and $162 per month depending on the facilities desired. Single students have the option of an efficiency apartment (with others) for about $162 per quarter or room and board for between $387 and $566 per quarter, depending on number of meals and living facilities. In addition, off-campus housing is available for both married and single students. For housing information, write to the Coordinator of Student Housing, 1151 East 7 North, Utah State University, UMC 86.

FINANCIAL ASSISTANCE

Assistantships, fellowships, scholarships, and tuition waivers are available in limited numbers to qualified students.

PLACEMENT

The university provides a placement center to aid students in finding positions. Representatives from various levels of government, as well as representatives from well-known firms in industry, interview regularly.

CORRESPONDENCE

Inquiries regarding the Master of Business Administration program should be directed to

Director, M.B.A. Program
College of Business, UMC 35
Utah State University
Logan, Utah 84322
Telephone: 801-752-4100, extension 7984

Inquiries regarding the Master of Accounting program should be directed to

Head, Department of Accounting
College of Business, UMC 35
Utah State University
Logan, Utah 84322
Telephone: 801-752-4100, extension 7901

VALDOSTA STATE COLLEGE

VALDOSTA, GEORGIA

Valdosta State College, founded in 1906, is a senior unit of the University System of Georgia. The undergraduate degree in business administration has been available since 1951. Graduate courses in accounting have been offered since 1971, and the Master of Business Administration (M.B.A.) program began in September 1972. Present enrollment at Valdosta State College exceeds 5,000 students; business administration majors constitute some 25 percent of the enrollment. The college has modern dormitories, apartments, computer facilities, and a new library.

PROGRAM OF STUDY

The M.B.A. program is designed to provide an educational environment in which a student has the opportunity to develop administrative skills by a classroom approach as well as through interaction with an emerging industrial community. The student is made aware of the social, legal, and economic environment in which business decisions are made. The program has among its objectives to develop in the student the confidence to take risks, to innovate, and in general to assume the role of an entrepreneur in a dynamic economy.

The curriculum consists of a 40-hour core and 20 hours in an area of concentration (management, accounting, marketing, economics, or finance). As an option, the student may select an assortment of courses in the 4 areas totaling 20 hours. The five-hour core courses are accounting analysis, seminar in marketing, financial management, organizational behavior, decision sciences, business policy, economic theory, and aggregate economic theory.

ADMISSION

Applicants must have a bachelor's degree from an accredited or approved college or university. A satisfactory score on the Graduate Management Admission Test is also required, and the student must have an overall undergraduate grade-point average of 2.5 out of a possible 4.0. Certain preparatory courses (30 to 45 hours) may be necessary depending upon the individual's undergraduate work. These courses are introductions to economics, management, marketing, finance, business law, statistics, and accounting.

EXPENSES

Per quarter	*In state*	*Out of state*
Tuition (part time/full time)	$193-221	$463-539
Housing	145-295	145-295
Meal tickets	195-235	195-235
Books and supplies	60	60
Parking permit	5	5

FINANCIAL ASSISTANCE

A number of scholarships, grants, loans, and part-time employment plans are available. There are a limited number of graduate assistantships; application forms may be obtained by writing to Director, Division of Graduate Studies, Valdosta State College, Valdosta, Georgia 31698.

The only financial aid available to international students is through these graduate assistantships.

PLACEMENT

The college maintains its own Placement Office with regularly scheduled interviews by leading employers. A special placement library is available to all students.

CORRESPONDENCE

Requests for graduate catalogs and application forms, and specific requests about the M.B.A. curriculum, admissions requirements, and details of the program, should be addressed to

Director, M.B.A. Program
Valdosta State College
Valdosta, Georgia 31698
Telephone: 912-247-3262

Owen Graduate School of Management

VANDERBILT UNIVERSITY

NASHVILLE, TENNESSEE

Owen Graduate School of Management of Vanderbilt University is located in one of the strongest commercial, cultural, and financial centers in the South—Nashville, Tennessee. Nashville, the capital of Tennessee, is a vibrant city of over 600,000 people. Founded in 1969, the school was named in honor of two prominent Nashville citizens, Ralph and Lulu Hampton Owen. The Owen School is part of one of the country's leading major private universities and is nationally recognized for its excellence in graduate management education. The Vanderbilt Master of Business Administration (M.B.A.) program is dedicated to preparing men and women for leadership roles in business and the related professions. The Graduate School of Management is accredited by the AACSB.

PROGRAMS OF STUDY

The Owen School offers a full-time, two-year program leading to the Master of Business Administration degree. The overall objective is to provide students with strong general management backgrounds. Students also acquire technical competence and skills in one or more specific business concentration areas. Teaching methods include lectures, case studies, seminars, group projects, field studies, computer applications, and independent study.

The M.B.A. program consists of 33 semester credit hours of core requirements and 27 hours of electives. Students who can demonstrate mastery of one or more the core requirements may replace such courses with electives.

CORE CURRICULUM

First Year

Course	*Hours*
Mathematics for Managers	No credit
Managerial Accounting	3
Economics of the Firm	3
Organizations and Human Behavior	3
Introduction to Computers	3
Statistics for Management	3
Macroeconomics	3
Managerial Finance	3
Marketing Management	3
Operations Research	3
Second Year	
The Economic, Social and Legal Environments of Organizations	3
Policy Determination	3

All students in their second year are required to complete one area of concentration. A concentration consists of four courses in addition to core courses in the selected field. Owen offers course concentrations in the areas of accounting, finance, management information systems, marketing, production/operations management, and organizational behavior.

The Owen School and the Vanderbilt School of Law offer a combined Master of Business Administration/Juris Doctorate program which enables students to complete both degrees in four years.

An executive M.B.A. program, specifically designed for middle management and senior executives is also offered by the school. Participants are normally sponsored by their companies and have at least five years of significant managerial experience. Additional information may be obtained by writing the Director of Executive M.B.A. Program.

ADMISSION

Owen welcomes applications from qualified men and women holding a bachelor's degree from an accredited college or university. Prior study in business or economics is not required for admission. Students with backgrounds in the arts, education, engineering, health sciences, humanities, natural sciences, and the social and behavioral sciences are encouraged to apply.

New students are admitted to Owen School only for the fall semester. To apply for admission, candidates must submit an application, results of the Graduate Management Admission Test, official transcripts from each college and university attended, and three letters of recommendation. Applicants from non-English-speaking countries must submit scores on the Test of English as a Foreign Language and a statement of financial resources.

EXPENSES

Estimated expenses for the 1981-82 academic year:

	Single	*Married*
Tuition	$ 6,000	$ 6,000
Fees	150	150
Books and supplies	300	300
Room, board, personal	4,050	5,900
Total	$10,500	$12,350

FINANCIAL ASSISTANCE

The Owen School believes that a student's choice of a graduate business school should be an educational decision not a financial decision. With this in mind, the school has developed two separate and somewhat distinct financial aid programs to assist students.

Owen sponsors an extensive M.B.A. scholarship program designed to recognize exceptional academic achievement and potential. M.B.A. scholarships are awarded exclusively on the basis of merit and not financial need. Also, in an attempt to remove financial barriers to the school, financial aid packages consisting of grants (nonrepayable gift) and low interest loans are available to students who qualify on the basis of demonstrated financial need. An application for financial assistance does not, in any way, affect the admission decision.

PLACEMENT

The Owen School maintains its own Office of Career Planning and Placement which offers a variety of services to students and alumni. Individual career counseling, career seminars, resume preparation, and interview techniques are only a few of the services regularly provided. Graduates seeking positions in all fields have extensive opportunities to interview with employers from throughout the nation.

CORRESPONDENCE

For further information, please write or call

Office of Admission
Owen Graduate School of Management
Vanderbilt University
Nashville, Tennessee 37203
Telephone: 615-322-6469

VILLANOVA UNIVERSITY

VILLANOVA, PENNSYLVANIA

Founded in 1842, Villanova University is a Roman Catholic institution sponsored by the Augustinian Fathers. The 200-acre campus is located in the suburbs of Philadelphia within easy reach of the city.

The Graduate Tax Program is jointly sponsored by the College of Commerce and Finance and the School of Law. Primarily the program was established to provide further educational opportunities to accountants and lawyers who face substantial exposure to the subject of taxation in their professions. The university believes that an interdisciplinary approach offers a distinct advantage to the student by providing the accountant with familiarity as to the operation of the legal process and providing the lawyer with an understanding of fundamental principles in accounting. The interaction between the two professions serves to further enhance the educational experience realized by the students.

PROGRAMS OF STUDY

To be awarded a master's degree in taxation, accountants must satisfactorily complete 30 credits, achieving an aggregate grade-point average of 2.5. Lawyers who successfully complete the program will be awarded an LL.M. in taxation.

Because virtually all students are employed, the program is offered on a part-time basis with all classes scheduled during the evening. Degree requirements can be satisfied within two years from date of entrance and must be satisfied within five years. No thesis is presently required for graduation.

At present there are 18 courses offered, all of which deal with the subject of taxation. Among the courses required for graduation are Taxation of the Individual, Tax Consequences of the Disposition of Property, Taxation of Corporations and Shareholders, Tax Accounting, Taxation of Trusts and Estates, and an Estate Planning workshop. Some of the elective courses are Estate and Gift Taxation, Qualified Pension and Profit Sharing Plans, Advanced Corporate Tax Problems, Consolidated Tax Returns, and a Business Planning Workshop.

ADMISSION

The program operates on a semester basis with new students admitted in both the fall and spring. In 1980-81 approximately 110 students were admitted with approximately 40 percent of the total composed of accountants. All applicants must complete an application form and submit a nonrefundable $25 processing fee. Those who apply as accountants must have an undergraduate accounting major and must submit all undergraduate transcripts and results of the Graduate Management Admission Test. Admission is offered to those whose academic and test performance indicates the ability to handle studies on a graduate level and who otherwise meet standards established by the American Assembly of Collegiate Schools of Business.

The lawyers who apply for admission must have received a J.D. or its equivalent from a law school accredited by the American Bar Association. They are required to submit a transcript from their undergraduate law school which will be considered in determining whether admission should be offered.

EXPENSES

Tuition is $200 per credit.

CORRESPONDENCE

For further information or to request an application for admission, please contact

Professor Don W. Llewellyn, Director
Graduate Tax Program
Villanova University School of Law
Villanova, Pennsylvania 19085

VIRGINIA COMMONWEALTH UNIVERSITY

RICHMOND, VIRGINIA

Virginia Commonwealth University traces its founding to 1838. A graduate program in business has been offered since 1954. The present enrollment in the program is approximately 800 students. The majority of these students attend on a part-time basis.

PROGRAMS OF STUDY

The School of Business offers programs leading to the Master of Business Administration, the Master of Science in Business, the Master of Accountancy, the Master of Taxation, and the Master of Arts in economics degrees. The M.S. and M.B.A. degree programs are designed to be flexible enough to meet two basic needs. They provide advanced professional education for positions in business management. They also offer appropriate graduate study for those who plan to teach.

The Master of Business Administration degree program is designed for students with diverse undergraduate backgrounds. It is a program suitable for both nonbusiness and business graduates. Normally, it is a two-year program for graduates of the curricula in the arts and humanities, in engineering, and in the sciences. The program can be completed in one year of full-time study by students who have an undergraduate degree in business.

The aim of the M.B.A. degree program is to prepare persons for the administration of an enterprise and for the responsibilities of management in a wide variety of business endeavors. The program is intended to develop a knowledge of functions and techniques of management as well as an understanding of environmental and economic forces that influence administration and decision making. The emphasis is on breadth rather than on specialization. Methods of teaching include lectures, discussion, small seminars, and case analysis.

The M.S. in Business degree program is designed for those interested in specializing in a given business area. It requires 30 credit hours (10 courses) of advanced work. Up to eight foundation courses may also be required of those that do not have undergraduate business background. Some areas of concentration require additional undergraduate courses. Approximately one-third of the program consists of core course, one-third of restricted electives, and one-third of approved electives. Electives permit a concentration of business education, economics, finance, information systems, international business, management, marketing, personnel and industrial relations, quantitative techniques, real estate and urban land development, or risk management and insurance.

The Master of Accountancy and Master of Taxation require 24 hours of foundation work in business and economics, 18 hours of undergraduate work in accounting and taxation, and 30 hours of advanced work similar to the requirements of the M.S. degree. Some or all of the foundation and undergraduate courses may be waived for those who have completed prior equivalent courses of study with at least a B average.

The Master of Arts degree in economics is designed to provide training for business and government economists, for those now teaching in secondary schools or in junior colleges, and for those who plan doctoral study. It requires that the candidate earn at least 30 semester credits. The program provides a substantive core in economic theory and econometrics with the choice of a thesis or nonthesis option. Electives allow the student to develop the core skills and concentrate in the fields of his or her choice.

ADMISSION

Both full-time and part-time students are admitted to the programs. Applicants must have earned a bachelor's degree. Selection is made on the basis of undergraduate performance, intellectual capacity, character, experience, and other indicators of the ability to pursue graduate study profitably. Successful performance on the Graduate Management Admission Test (M.S., M.B.A., and Master of Accountancy and Taxation programs) is a further factor in the selection. For the M.A. in economics, the Graduate Record Examinations (verbal, quantitative, and advanced economics) are required for admittance.

Applicants to the M.S. and M.B.A. programs who have an undergraduate major other than business/economics are required to complete 24 semester hours of credit in accounting, economics, management, marketing, statistics, business law, finance, and information systems. A course in calculus is also required for those that have not had it.

Students admitted to the M.A. program must have completed 12 semester credits of economics courses, including economic principles, microeconomic theory, and macroeconomic theory. A knowledge of mathematics sufficient for the study of econometrics and the advanced theory courses must be acquired before those courses may be attempted. The students' advisory committee will set the mathematical requirements for each student.

Students may begin their studies in the summer session as well as in the fall or spring semesters. Candidates should submit applications and supporting references and transcripts at least one month in advance of the semester in which they wish to enroll.

EXPENSES

Tuition for Virginia residents is approximately $1,152 per year; tuition for nonresidents is $1,432 per year. Expenses for books, special equipment, and fees are extra. No campus housing is available for graduate students; rooms are available in the immediate area at reasonable rates.

FINANCIAL ASSISTANCE

The School of Business offers a limited number of graduate assistantships to full-time students in the amount of $3,000 for the academic year.

PLACEMENT

The university maintains a placement office, visited annually by representatives of companies from the eastern section of the country.

CORRESPONDENCE

For further information, write or call

Director of Graduate Studies, School of Business
Virginia Commonwealth University
1015 Floyd Avenue
Richmond, Virginia 23284
Telephone: 804-257-1741

VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY

BLACKSBURG, VIRGINIA

Virginia Polytechnic Institute and State University, Virginia's land-grant university, has grown since its founding in 1872 into the largest university in the state. Its recent history is one of rapid, well-planned growth in size and quality of programs. The current enrollment of approximately 20,500 students includes some 3,000 graduate students, a large proportion of whom come from states other than Virginia.

The College of Business, which is accredited by the American Assembly of Collegiate Schools of Business, has an enrollment of approximately 4,000, including more than 500 master's and doctoral degree candidates. The college offers graduate programs leading to the following degrees: Master of Business Administration (M.B.A.); Master of Accountancy; Master of Science in business administration (areas of concentration: finance, management, management science, and marketing); Master of Arts (economics); Doctor of Philosophy in business (major fields: accounting, finance, management, management science, and marketing); and Doctor of Philosophy in economics.

PROGRAMS OF STUDY

The Master of Business Administration degree is a professional degree designed primarily to provide the student seeking a career in industry with advanced educational experience in business administration. Unlike the Master of Science in business, the M.B.A. is not directed toward research or a high degree of specialization in one of the fields of business administration. For the student interested in greater specialization, a thesis M.S. program in business is offered. The M.B.A. is a nonthesis degree which requires additional work in lieu of the thesis. The required curriculum is designed to intensify and enlarge the scope of the student's decision-making capacity, thereby increasing his career opportunities in industry.

Students in the M.B.A. program take a common core of courses, totaling 27 quarter hours. This course work spans the functional areas of business administration as well as work in economics and accounting. Furthermore, the student must elect a second course in the three functional areas of management, marketing, and finance. Some degree of specialization is provided by the requirement of 12 quarter hours of elective work. In total, the program consists of 48 quarter hours of course work. Students whose background is in business can finish the program in four regular academic quarters. Students with undergraduate preparation in fields other than business are also admitted to the M.B.A. program. To assist these students in completing any necessary prerequisite work, a series of specially designed, accelerated courses is provided. Such courses, if required, are taken in addition to the 48 quarter-hour requirement for the degree.

The Master of Accountancy is a multipurpose degree program. It provides a comprehensive analysis of accounting and its applications for those who seek a terminal degree at the graduate level. In addition, for those who wish to continue into a doctoral program, the Master of Accountancy provides the necessary foundation in course work and research techniques. Serving such diverse goals is made possible through the flexibility inherent in the program. The program provides a basic core of courses which analyzes the concepts that underlie this system and also considers the disciplines to which it is directly related. In addition, the program offers more intensive study of specific areas of application.

Although the program is open to students with no educational background in business or accounting, those who have an appropriate background enter with advanced standing. Students with no background in these areas can expect to spend at least two years in the program. For those who enter with advanced standing, it is possible to complete the program in four regular academic quarters.

The Doctor of Philosophy in business program is designed for students with outstanding ability to do advanced work in preparation for careers in college and university teaching and research, and in public service. The student is required to take one major field, two minor fields, and 12 quarter hours of methodology and research. There is no language requirement. In addition to completing the course work, students must pass field examinations and complete an acceptable dissertation under the guidance of a faculty committee.

The Master of Business Administration degree and the Master of Arts in economics degree are offered in northern Virginia, as well as on the main campus.

ADMISSION

The programs are open to students who hold a bachelor's degree and present evidence of their ability to do graduate work. Evidence of ability means that successful applicants will stand well above average in most measures of graduate promise: scores on the Graduate Management Admission Test, undergraduate grade-point average, and standing in graduating class. Consideration is given to strong letters of recommendation presented in the applicant's behalf.

EXPENSES

Full-time graduate student tuition and fees are $362 per quarter. Out-of-state tuition is waived for all graduate students. Adequate housing for graduate students is available in Blacksburg and the surrounding area. Housing inquiries may be made to the Director of Student Housing.

PLACEMENT

A variety of financial awards are available to qualified master's degree students. The departments offer graduate assistantships which carry stipends of up to $600 per month ($5,400 for the academic year). Also, several Virginia state scholarships and industrial fellowships are available. Financial support is awarded on a merit basis.

CORRESPONDENCE

For further information, write
Director of Graduate Programs
in Business Administration
Virginia Polytechnic Institute and State University
Blacksburg, Virginia 24061

Babcock Graduate School of Management

WAKE FOREST UNIVERSITY

WINSTON-SALEM, NORTH CAROLINA

The Babcock Graduate School of Management is located on the campus of Wake Forest University, in Winston-Salem, North Carolina, a city of 160,000 inhabitants. The Babcock School was established in 1969, joining the Bowman Gray School of Medicine and the School of Law to complete the nucleus of graduate professional schools at Wake Forest. The primary objective of the school is to provide a superior education for prospective managers, one that stresses broad exposure with a practical orientation, delivered in a highly personal environment.

PROGRAMS OF STUDY

The two-year Master of Business Administration (M.B.A) program offers the students an opportunity to become totally involved in new methods of acquiring management skills applicable to both the public and private sectors of today's society. The program at the Babcock School consists of a set of learning experiences emphasizing involvement and application as well as classroom contact hours.

While conventional pedagogical approaches such as lectures, seminars, and the case method are heavily utilized, the school employs other progressive learning techniques. For example, students participate as team members in various exercises which require them to integrate the skills and knowledge acquired in the classroom and apply them to real-world managerial problems. Students become involved in learning situations outside the Babcock setting through field study projects and internships. The Babcock School intends to remain a small, flexible organization of quality participants who may become involved in a variety of dynamic learning experiences, capitalizing on individual initiative and creative ability.

During their first year, students are provided with a firm grounding in the fundamental concepts of various management disciplines and analytical methods, while developing the process skills necessary to apply the knowledge to management problems. By their second year students have completed most of the core courses and are able to structure their elective curriculum to meet individual interests and goals.

Educational options available to the second-year student include advanced electives, an internship in an ongoing organization, involvement in a major research project, participation in a specialized course of study, and the design of an independent study program.

A special M.B.A.-executive program is available for men and women at the middle-management level. Candidates for this program normally live and work within a 100-mile radius of Winston-Salem. For further information contact Dr. James Clapper, Director of the M.B.A.-Executive Program.

ADMISSION

A candidate's academic record and scores from the Graduate Management Admission Test (GMAT) are only part of the data considered in an application. No level of grades or test scores will guarantee acceptance or ensure rejection. A great deal of emphasis is placed on the individual in the learning process, and, consequently, Wake Forest wishes to know as much information as possible in making admission decisions. It is recommended that prospective students visit the Babcock School, as much for the student's benefit as for the school's. Admission requirements for the Babcock School cannot be reduced to a simple formula—the school seeks a combination of intellect, motivation, personality, and past achievement, indicating potential for the development of an effective manager.

All necessary forms, including transcripts, GMAT scores, Test of English as a Foreign Language (TOEFL) scores, letters of recommendation, and application should be submitted prior to June 1; however, a small number of openings are also kept available for unusually qualified candidates who apply late.

Students are admitted to begin the program in August of each year. There are no part-time, evening, or summer courses offered by the Babcock School.

EXPENSES

Tuition for the M.B.A. program for 1981-82 is $4,500. Books and case materials cost about $350.

FINANCIAL ASSISTANCE

All efforts are made by the school to assure that no qualified person is denied attending the program because of financial limitations. The application for admission is considered without regard to financial needs. Decisions on financial aid are made only after a candidate has been accepted for admission. Financial assistance is available in the form of fellowships, grants, assistantships, and deferred payment loans. (International students are not eligible for U.S. loan programs.) Awards may include a combination of these types of financial aid and are determined on the basis of merit and need. Outstanding candidates can expect some form of financial assistance, with the type and amount subject to individual circumstances.

PLACEMENT

The Babcock Graduate School maintains its own placement office which assists students in all areas of career development. A placement report is available upon request to any interested applicant. The Babcock placement office is a member of the College Placement Council.

CORRESPONDENCE

For further information, please write or call

William D. Shea
Assistant Dean for Admissions and Placement
Babcock Graduate School of Management
Wake Forest University
7659 Reynolda Station
Winston-Salem, North Carolina 27109
Telephone: 919-761-5422

WASHINGTON STATE UNIVERSITY

PULLMAN, WASHINGTON

Founded in 1890, Washington State University is the land-grant institution of the state of Washington. Approximately 17,000 students, both men and women, are enrolled in degree programs covering virtually all academic areas except law and human medicine. Washington State University is one of the largest residential universities in the western United States, and housing facilities are provided for both married and unmarried students.

The School of Business Administration, predecessor to the present College of Business and Economics, was formally organized in 1925 although courses in business administration were offered as early as 1910. At the present time, the college offers bachelor's and master's degrees in business administration and economics and the doctorate in economics.

PROGRAM OF STUDY

The program leading to the Master of Business Administration (M.B.A.) degree is designed to provide a comprehensive professional education suitable for the development of careers in management. Emphasis is placed upon the development of knowledge of the basic concepts and ideas essential to all businessmen, but each student is permitted a limited specialization in one of the following fields: accounting, finance, management, marketing, or quantitative methods. There is no thesis or foreign language requirement, but each candidate must prepare a special paper based upon individual study or take a comprehensive written examination. A final oral examination is required.

The M.B.A. degree requires 30 semester credits of graduate work. The courses are selected to combine a field of special interest with a well-rounded program in administration. Students may enter the M.B.A. program in September, February, or June, although a complete program is not offered during the summer session.

ADMISSION

Persons admitted to the M.B.A. program must have earned a baccalaureate degree from a recognized college or university. Candidates are admitted on regular student status who have maintained a B average during the last half of their undergraduate program. Applicants who have not maintained this average will be considered for provisional status. Such students must make a B average during their first semester of graduate work. The Graduate Management Admission Test is required of all applicants, and admission is based upon the results of this test as well as upon the undergraduate grade-point average. No personal interview is required.

The undergraduate who plans ultimately to study for the degree of Master of Business Administration should prepare by completing one-year courses in principles of economics and principles of accounting and semester courses in business law, organizational behavior, statistics, finance, production, and marketing. If these courses have not been completed previously, they may be taken without graduate credit at Washington State University. While such deficiency courses normally are taken in residence, students may petition to complete them by correspondence or by examination. The student without undergraduate deficiencies can complete the program for the degree of Master of Business Administration in one calendar year of full-time study.

Application for admission should be filed with the Dean of the Graduate School at least six weeks before the beginning of the term for which the applicant desires admission. Since facilities are not unlimited, however, applications should be made as early as possible. Occasionally it is necessary to deny admission to a late applicant because of the lack of facilities. All applicants for Graduate School admission (graduate degree candidate, graduate nondegree candidate, and visiting graduate student) are required to pay a $10 application processing fee.

EXPENSES

Resident tuition and fees amount to $385 per semester; nonresident tuition and fees total $1,368 per semester. Nonresident students holding half-time assistantship positions pay resident fees. Unmarried students can obtain board and room in the graduate center for $430 per semester. Housing for married students varies in cost from $70 per month for unfurnished two-bedroom apartments with utilities paid by the tenant to approximately $200 per month for furnished apartments with two bedrooms and including utilities. Complete information on rentals can be obtained from University Housing and Food Service.

FINANCIAL ASSISTANCE

A number of graduate assistantships are available in accounting, finance, marketing, personnel, operations management, quantitative methods, hotel administration, or business law. The basic stipend is $5,265 for the academic year, and half-time service is required. Student loans are also available, as are a limited number of scholarships. Applications for assistantship positions should be made directly to the Director of Graduate Programs in Business by March 1 for September appointment and by December 1 for February appointment.

PLACEMENT

The Washington State University Career Services and Placement Center is very favorably known for its service both to graduates and to employers. A large number of business firms, government agencies, and educational institutions interview graduates each year.

CORRESPONDENCE

Inquiries concerning the M.B.A. program should be addressed to

Director, M.B.A. Program
College of Business and Economics
Todd Hall, Room 245
Washington State University
Pullman, Washington 99164
Telephone: 509-335-3535

WASHINGTON UNIVERSITY

ST. LOUIS, MISSOURI

The Graduate School of Business Administration is a division of Washington University, a medium-sized, private, nonsectarian institution which enjoys a strong national standing for its undergraduate and graduate programs. The campus, located in a fine residential area of St. Louis, offers the lively, cosmopolitan atmosphere of a major urban university in a serious, purposeful academic setting.

The Graduate School of Business Administration is small by design, and it enjoys all the typical advantages of smallness: close interaction with faculty, a real sense of community, and a high level of personal attention in all phases of a student's graduate business study.

PROGRAMS OF STUDY

Among competitive Master of Business Administration (M.B.A) programs nationally, the Graduate School of Business Administration stresses the generalist approach in the way it goes about satisfying the career needs of its students.

First and foremost, the school identifies those needs as being both short term and long term in nature. Being practically oriented, M.B.A. students tend to be concerned about their immediate career objectives, and at Washington University they find a curriculum that stresses the practical application of business techniques in a wide variety of areas such as finance, management, accounting, and marketing. The school thus aims to equip its M.B.A. graduates with the skills needed for today's specialized job market.

But the school places an equal emphasis upon long-term career growth by providing students with a rigorous and concentrated exposure to basic business subjects. Today's job market also requires that M.B.A. graduates be flexible if they are to rise to upper-level positions in management, and for this Washington University stresses as broad and comprehensive a background as possible in the M.B.A. program.

The M.B.A. curriculum works as follows. Sixty semester hours are required. Students normally take 15 hours a semester and complete the program in 2 years of full-time study. Students with extensive undergraduate preparation in business subjects may reduce their requirements for the M.B.A. by up to 15 hours by passing proficiency examinations in these subjects.

The first year of the program employs a highly structured curriculum consisting of a total of 15 required courses. Courses are designed as "modules" and last for five to eight weeks each. Students typically do not take more than four courses at any one time during either semester.

The second year consists primarily of electives selected by students. Major areas of concentration are not required, in keeping with the school's generalist orientation. Students may, however, choose most of their electives in a single area and thus have, in effect, a major in that area.

Students may take up to 15 hours of electives in other graduate divisions of the university, in fields such as social work, political science, and hospital administration. Combined programs are offered in law (J.D.-M.B.A.), architecture (M.Arch.-M.B.A.), and social work (M.S.W.-M.B.A.).

The Doctor of Business Administration and Doctor of Philosophy programs offer a comprehensive background in business subjects together with specialization in one field. The doctoral programs are designed primarily to prepare men and women for careers in teaching or research. Not less than 72 semester hours beyond the bachelor's degree are required exclusive of the dissertation. For persons holding an M.B.A. degree, a minimum residency requirement of one year must be met.

ADMISSION

Admission is open to qualified men and women holding a bachelor's degree in any field from an accredited institution. There are no academic prerequisites. The Graduate Management Admission Test (GMAT) is required. Full-time students may begin only in the fall.

The Admissions Committee looks for that combination of factors which indicates success in the M.B.A. program and success in a career. Work experience, while valuable, is not a prerequisite for admission. The committee is primarily concerned with an applicant's level of motivation and capacity for work in a demanding curriculum.

EXPENSES

For the 1981-82 academic year, approximate expenses for a full-time student are as follows:

	Single	*Married*
Tuition	$ 6,100	$ 6,100
Room and board, books and personal expenses, including incidental expenses	5,400	6,900
	$11,500	$13,000

Off-campus housing is widely available near the university and is reasonably priced in comparison with national averages. The university's Office of Off-Campus Housing assists students in finding accommodations.

FINANCIAL ASSISTANCE

Recognizing that the expense of graduate business study is high, the school has a number of financial aid programs whose goal it is to enable any admitted applicant to attend. Included are scholarships and assistantships, as well as federally guaranteed low-interest loans. More than 95 percent of the applicants for aid in 1980-81 had their entire financial need met through the school's aid program.

PLACEMENT

The school has its own decentralized Placement Office, whose purpose is to attract local as well as nationally based firms to recruit on campus, to assist in the preparation of resumes, to provide career counseling, and to locate summer employment for full-time M.B.A. students.

Major employers continue to seek out the Washington University M.B.A. graduates. Last year, approximately 130 representatives came on campus to recruit the school's 100 graduating full-time M.B.A. students.

CORRESPONDENCE

For further information, write or call

M.B.A. Admissions Director
Graduate School of Business Administration
Washington University
St. Louis, Missouri 63130
Telephone: 314-889-6312

WAYNE STATE UNIVERSITY

DETROIT, MICHIGAN

Wayne State University, founded in 1868, is located in the cultural center of Detroit within walking distance of the Detroit Public Library, the Detroit Institute of Arts, the Engineering Society of Detroit, the Fisher Theater, and the international headquarters of General Motors and Burroughs Corporations. The campus is within minutes of many other international headquarters of both automotive and non-automotive corporations.

Wayne's 34,000 students, enrolled in 10 colleges and schools, live and work, for the most part, in the metropolitan area. The university has continuously utilized the industrial and social complex of the city as a research laboratory. Since 1956, when the state of Michigan assumed full financial responsibility for it, Wayne has attracted an increasing number of students from out of state. Two new university apartment buildings provide housing for many of Wayne State's graduate and professional students, both single and married. Since 1956, Wayne has become one of the major graduate institutions in the country.

The School of Business Administration has offered programs leading to the bachelor's degree since 1945 and master's degree programs since 1954. There are approximately 935 men and women in the master's program.

PROGRAM OF STUDY

The objective of the Master of Business Administration (M.B.A.) program is to prepare men and women for managerial decision-making careers in business, government, and other types of organizations. Applicants with a baccalaureate degree in business administration will usually have completed all foundation requirements for the program and thus will begin the minimum 11-course (33 semester hours) program. Applicants with baccalaureate degrees in fields other than business administration may be required to complete certain foundation requirements from among the following areas: accounting, computer science, economics, mathematics, statistics, management, production, business law, marketing, and finance. Special accelerated foundation courses have been developed to assist entering M.B.A. students.

After completion of eight core courses and consultation with a graduate faculty adviser, the M.B.A. candidate, can select from an extensive number of concentration and elective courses in accounting, business economics, finance, industrial relations/personnel, management and organization sciences, marketing, and operations management. Graduate courses in other schools and colleges of the university may also be selected.

Two 15-week semesters of study are offered each academic year, plus a spring/summer semester, with a full schedule of graduate courses. Classes meet in the evening and on Saturday mornings only. A number of graduate courses are taught at suburban locations. M.B.A./C.P.A., thesis, and essay options are available.

Wayne State University operates one of the largest computer centers in the Detroit metropolitan area. The center has two Amdall 470/V6 computers with 4-8 megabytes of main storage. The center is part of the MERIT Computer Network which joins to Wayne State the computing facilities of the University of Michigan, Michigan State University, and Western Michigan University.

ADMISSION

The M.B.A. program is open to students with bachelor's degrees from regionally accredited institutions who demonstrate high promise of success in graduate study. A completed Application for Graduate Admission, a $15 application fee, official transcripts from all colleges or universities attended, and the results of the Graduate Management Admission Test are required.

Admissions are made to the M.B.A. program each term. Deadlines for receipt of materials listed above are August 1 (for fall semester), November 15 (for winter), and April 1 (for spring/summer). International students must provide materials four months before the start of the classes for the semester of application.

EXPENSES

Depending on the total number of hours elected, the 1980-81 academic year tuition rates were as listed below:

Part-time resident	$332-1,012
Full-time resident	1,148-1,890
Part-time nonresident	630-2,055
Full-time nonresident	2,340-3,904

FINANCIAL ASSISTANCE

Limited numbers of scholarships, fellowships, and assistantships are available. The usual government scholarship loans and some locally sponsored loan funds are also available to qualified graduate students. Contact should be made with the Office of Graduate Studies, Mackenzie Hall, Wayne State University, Detroit, Michigan 48202.

PLACEMENT

The university provides a comprehensive Placement Service to assist students in finding employment both while going to school and upon obtaining their degrees. Prospective employers, both local and national, visit the campus twice each year to recruit graduating seniors and M.B.A. students for positions with their firms. Career counseling and other placement services, including a career/placement library, are also available for students.

CORRESPONDENCE

Inquiries should be addressed to
Student Services Office
School of Business Administration
Wayne State University
Detroit, Michigan 48202
Telephone: 313-577-4510

WEST GEORGIA COLLEGE

CARROLLTON, GEORGIA

West Georgia College is fully accredited by the Southern Association of Colleges and Schools. A senior college unit of the University System of Georgia, it enrolls students from most counties in Georgia, as well as other states and several foreign countries. Total college enrollment is over 5,000 with approximately 1,100 students in the School of Business. The Master of Business Administration (M.B.A.) program has approximately 60 students. Located in Carrollton, in the county seat of Carroll County, the college is about 50 miles west of downtown Atlanta. Carrollton's population is over 15,000 and Carroll County's more than 50,000.

PROGRAM OF STUDY

The Master of Business Administration degree at West Georgia College is a nonthesis program requiring 60 quarter hours of course work. It is designed to develop competence in business and institutional administration by providing a broad background of advanced professional training. The objectives of the program are to provide terminal training for students who wish to improve their competence in economics, management, marketing, finance, and accounting for work in research, government, or business and to equip students for research and study at the doctoral level.

The program is open to those students seeking the degree of Master of Business Administration.

The core curriculum consists of the following nine five-hour courses: ACC 816, Advanced Managerial Accounting; MKT 815, Marketing Strategy; MGT 805, Quantitative Analysis for Business Decisions; ECN 830, Business Cycles and Forecasting; ECN 848, Managerial Economics; FIN 831, Advanced Financial Management; FIN 845, Financial Decision Making; MGT 872, Theory and Philosophy of Management; and MGT 881, Seminar in Administrative Policy. Fifteen hours of electives are also required (three five-hour courses).

Classes in the M.B.A. program are small, and the program can be completed at night on a part-time basis.

ADMISSION

To enter the program leading to the degree of Master of Business Administration, a person must be admitted to the Graduate School, West Georgia College. Requests for information and application materials should be made to the Dean of the Graduate School, West Georgia College, Carrollton, Georgia 30118. Applications for admission should be filed with the Graduate School at least two weeks prior to the date of registration for the quarter in which the student wishes to enroll. Applicants should have two copies of transcripts of all previous work mailed by the college concerned to the Graduate School.

All applicants for admission are required to take the Graduate Management Admission Test (GMAT) given by Educational Testing Service, and a satisfactory score must be received before an admission decision is made. Admission is based on academic record, scores on the GMAT, work experience, and general fitness for a career in business.

Although all graduate students must have a bachelor's degree from an accredited college or university, no specific undergraduate courses are required for admission to the program. Some preparatory work may be necessary for those who do not have a bachelor's degree in business administration, or who have not covered the common body of knowledge.

EXPENSES

Fees per quarter (12 hours or more)

Regular Students	*Resident*	*Nonresident*
Matriculation	$178	$178
Nonresident Tuition		318
Health	23	23
Student Activity	35	35
Total	$236	$554

Students or auditors registering for less than 12 quarter hours are charged $15 per quarter hour for matriculation. In addition, nonresidents of Georgia are charged for out-of-state tuition at the rate of $27 per quarter hour.

Room charges per quarter—Boykin, Downs, Gunn, Pritchard, Watson, Bowdon, Roberts Hall, and Strozier Annex: $210 (double occupancy); for a private room, add $90. Tyus Hall: $220-$250; private room are also available in Tyus Hall at an additional charge. Private rooms are available on a limited basis only. A $5 annual social fee is charged to each resident and used for the purpose of residence hall programming.

Meal charges per quarter—Two types of meal tickets are available on an optional basis to all students; three meals/five days, $240 or two meals/5 days, $210.

FINANCIAL ASSISTANCE

Graduate assistantships are offered.

PLACEMENT

West Georgia College provides a placement service which is available to all students.

CORRESPONDENCE

For further information or to request an application for admission, please write

The Graduate School
West Georgia College
Carrollton, Georgia 30118

WEST TEXAS STATE UNIVERSITY

CANYON, TEXAS

West Texas State University is a state-supported coeducational institution. Founded in 1910, it was the first institution of higher education to be located in the west Texas region. Courses in business were taught at West Texas State University in 1915. The School of Business was founded in 1943 at which time graduate courses were added to the curriculum. The School of Business has evolved into four departments: administrative services, business administration, business analysis, and financial administration.

The School of Business is housed in a new four-story, air-conditioned building. West Texas State has a student population of 6,500 with about 1,400 enrolled in undergraduate School of Business programs and 60 full-time and 270 part-time students in master's degree programs.

PROGRAMS OF STUDY

The Master of Business Administration (M.B.A.) program is designed for students who are preparing for careers as professional managers and who desire an integrated program of study. The proficiency requirements have been streamlined to seven courses for students with backgrounds other than business. The M.B.A. core includes courses in areas of managerial accounting, business policy, finance, management, marketing, quantitative analysis, economic analysis, and business research problems. M.B.A. candidates may choose 12 semester hours for areas of specialization.

The Master of Professional Accounting (M.P.A.) degree is designed for students who are planning careers in the field of accounting. Students with limited backgrounds in accounting may enroll in this degree program after completing proficiency requirements in introductory, intermediate, tax, and cost accounting. Leveling work in business subjects is also required. Core courses are required in accounting theory, accounting systems, auditing, and nine additional hours in accounting. Students may pursue a thesis or nonthesis program.

The Master of Business Education (M.B.E.) degree is designed for students who plan careers teaching business subjects in high schools and junior colleges or managing an office environment for businesses or governments. The curriculum includes seminars on skills to assist business teachers, courses to enlarge backgrounds in business administration subjects, advanced seminars in the field of education, and a research capability. Students pursuing the M.B.E. degree must have a background of 30 hours of undergraduate courses in business.

The Master of Arts degree in economics is a traditional degree program for students interested in employment in areas such as research, teaching, journalism, government, or law. Students may elect a thesis or nonthesis program. Core courses are required in macro- and microeconomics, monetary theory, and international trade. Areas of concentration are offered in economic growth and development, economic analysis, and comparative economic systems.

ADMISSION

Requirements for admission include a baccalaureate degree from an accredited college or university with an acceptable grade average and acceptable test scores. A grade average of 2.85 (4.0 scale) in the last 60 hours of undergraduate work or a score of 475 on the Graduate Management Admission Test (GMAT) for M.B.A. and M.P.A. candidates or 1000 on the Graduate Record Examinations for M.B.E. and Master of Arts in economics candidates will be required for admission. However, some students will be allowed entrance on a probationary basis with a B average on the first 12 hours being required. Applications must be completed at least two months prior to the start of the semester.

EXPENSES

Students may enroll in as few as 3 to as many as 15 credit hours each semester. Estimated expenses for full-time graduate students for an academic year are

	Residents	*Out of state*	*Alien*
Tuition and fees	$ 400	$1,440	$1,440
Books	250	250	250
Room and board	1,200	1,200	1,200
Miscellaneous	600	600	600
	$2,450	$3,490	$3,490

FINANCIAL ASSISTANCE

Assistantships carrying grants up to $3,600 per academic year may be awarded to master's degree candidates in the School of Business. Scholarships and student loans are also provided by the Financial Aid Office. Out-of-state students are encouraged to apply for scholarships as a $200 scholarship will exempt the student from paying out-of-state tuition. For information, write to the Director of Financial Aid.

PLACEMENT

Graduate students in the School of Business are assisted in placement both by the West Texas State University Placement Office and by the faculty and administration.

CORRESPONDENCE

For further information or to request an application for admission, please write or call

Dean, School of Business
West Texas State University
Canyon, Texas 79016
Telephone: 806-656-2827

College of Business and Economics

WEST VIRGINIA UNIVERSITY

MORGANTOWN, WEST VIRGINIA

West Virginia University (WVU) is one of only 72 land-grant institutions serving the nation. Since its founding in 1967, WVU has developed into a comprehensive university and has become the center of graduate and professional education, research, and extension programs in West Virginia.

PROGRAMS OF STUDY

The College of Business and Economics offers graduate programs in business administration, accounting, economics, and industrial relations. The program in business leads to the degree of Master of Business Administration (M.B.A.); the program in accounting leads to the degree of Master of Professional Accountancy; the program in industrial relations leads to the degree of Master of Science; and the graduate programs in economics lead to the degrees of Master of Arts and Doctor of Philosophy. Candidates for the Ph.D. degree may elect to choose one of their areas of concentration from the area of business administration. A joint M.B.A./J.D. program is available. Students must apply to each program separately.

The Master of Business Administration program is offered on campus at Morgantown and off campus at Parkersburg, Weirton, and Wheeling, West Virginia. A full-time student can enter the program at Morgantown in any semester and complete the course of study in one year. Part-time study is also available. Designed to serve the part-time evening student, it employs a variety of electronic communication techniques and traditional methods of instruction. Admission and degree requirements are the same for students at all locations. The College of Business and Economics is fully accredited by the AACSB.

The M.B.A. curriculum is a tightly integrated program requiring a total of 36 hours of graduate credit:

	Hours
Acctg. 301-Managerial Control	3
Econ. 301-Managerial Economics	3
Mgmt. 301-Organization Theory and Behavior	3
Mgmt. 302-Quantitative Analysis	3
Mgmt. 313-Production Administration	3
Mgmt. 323-Administrative Policy	3
Mgmt. 497-Research Methodology	3
Fin. 313-Financial Administration	3
Mktg. 313-Marketing Administration	3
Elective Courses	9

The required courses provide the student with a broad background and the integrative perspective needed in today's business world. Conceptual, quantitative, and practical materials are combined to provide the student with the flexibility necessary for meeting present and future challenges. Special fields of concentration are offered in accounting, finance, management, management science, and marketing. Students may take elective courses in computer science, operations research, and other disciplines within the university. No thesis is required, but writing is emphasized in all courses in the M.B.A. program.

ADMISSION

To receive approval to enter the M.B.A. program, an applicant must have a baccalaureate degree from an accredited college or university, with an undergraduate average of at least 2.75 (of a possible 4.0) and an acceptable score on the Graduate Management Admission Test. To assure that all students in the program have the same foundation in business, candidates must have completed the following courses before enrolling in any of the required courses in the M.B.A. program: principles of accounting (two semesters), business law, principles of economics, principles of marketing, principles of management, principles of business finance, principles of statistics, and computer science.

A student without the necessary prerequisite courses may be approved to enter the M.B.A. program on probation subject to removal of any deficiencies before taking the required graduate courses. All applicants for the M.B.A. program must submit scores on the Graduate Management Admission Test before they can be considered. All applications must be received in the Admission Office of the university at least two months prior to enrollment.

EXPENSES

A nonrefundable fee of $15 must accompany applications for admission to the Graduate School. The university fees per semester for full-time graduate students are $244.50 for West Virginia residents and $764.50 for nonresidents. Tuition for off-campus students is $16 and $73 per semester hour for residents and nonresidents, respectively. All students must pay a $10 graduation fee. The West Virginia Board of Regents reserves the right to increase fees without prior notice.

FINANCIAL ASSISTANCE

A number of graduate assistantships are granted each year by the College of Business and Economics as well as by some of the research organizations on campus. These typically carry a stipend of $2,595 for nine months along with remission of tuition for the calendar year. Graduate assistants work about 12 hours per week helping professors with research and other related activities. Graduate teaching assistantships in accounting are available to qualified master's candidates. The deadline for receipt of applications for assistantships is March 31. Loans are also available on a limited basis.

PLACEMENT

The university placement service offers a complete program of placement activities to both students and alumni.

CORRESPONDENCE

Requests for information concerning programs in management should be directed to

Director of Graduate Programs
in Business Administration (302 AH)
College of Business and Economics
West Virginia University
Morgantown, West Virginia 26506
Telephone: 304-293-5408

WESTERN CAROLINA UNIVERSITY

CULLOWHEE, NORTH CAROLINA

PROGRAM OF STUDY

The School of Business of Western Carolina University, in conjunction with the Graduate School, offers the Master of Business Administration (M.B.A) degree. This program, started in September 1970, is offered on a full-time and a part-time evening basis. The prerequisites cover the standard common body of knowledge required in AACSB schools. An applicant who has a degree in business administration should have completed all of the prerequisites as an undergraduate. Applicants whose undergraduate degrees are in areas other than business can complete the prerequisite requirements in one year in the undergraduate evening program, or more quickly if they wish to attend the university on a full-time basis. Those who indicate exceptional ability or experience may apply to the Dean of the School of Business for authorization to remove some deficiencies by examination.

The M.B.A. program is nonspecialized. It emphasizes the functional areas of management, based on a sound knowledge of economics, accountancy, statistics, and the computer, and it is capped by an analysis of business policies. Classes are limited in size in order to facilitate the use of problem-solving or case-analysis techniques of instruction. Students are expected to become capable of using computers in decision making very early in the program.

ADMISSION

Admission to the program is based on sound scholarship and evidence of aptitude in the area of business administration. To be considered for admission, the applicant must file an application with the Graduate School of Western Carolina University and achieve acceptable scores on the Graduate Management Admission Test. If an applicant meets admission requirements except for prerequisite deficiencies, he may be admitted, subject to the removal of these deficiencies. Students are admitted for the fall and spring semesters and should submit applications no later than May 1 for fall semester and September 1 for spring semester.

EXPENSES

The tuition is $29.40 per semester hour for in-state students and $99.40 per semester hour for out-of-state students. Books will cost about $60.00 per semester.

FINANCIAL ASSISTANCE

The majority of students are employed in business and industry within commuting distance of the university, but there are a few assistantships with the School of Business. In addition, the university assists qualified applicants to find employment in this area.

PLACEMENT

The university maintains a Career Planning and Placement Center. It is visited each year by approximately 85 companies and maintains alumni files for assistance in placing experienced personnel.

CORRESPONDENCE

For further information on the M.B.A. program at Western Carolina University, write or call

Dr. Harry R. White, Director
Graduate Studies in Business
Western Carolina University
Cullowhee, North Carolina 28723
Telephone: 704-227-7401

Ancell School of Business

WESTERN CONNECTICUT STATE COLLEGE

DANBURY, CONNECTICUT

Western Connecticut State College was founded in 1903 by state legislative enactment and has expanded over the years to include three schools: School of Arts and Science, Ancell School of Business, and School of Professional Studies. The college offers degree programs at both the baccalaureate and postbaccalaureate levels and in September 1980 was servicing a student body of approximately 6,000 students.

Western Connecticut State College began offering business courses in 1969, and the Ancell School of Business was created in 1977. The college offers a Bachelor of Business Administration degree and a Master of Science in Administration (M.S.A.) degree. It is accredited by the New England Association of Colleges and Secondary Schools and by the Commission for Higher Education and the Connecticut State Board of Education.

PROGRAM OF STUDY

The Master of Science in Administration degree offers advanced study for those students seeking specialized training in accounting, finance, management, marketing, or human resource management, public and nonprofit emphasis. The purpose is to provide the M.S.A. student with the analytical techniques necessary to solve business problems, to expose the student to decision-making concepts and practices, and to encourage a logical approach to the resolution of business problems. All graduate courses are offered in the evenings or on Saturday for the convenience of the students who are actively engaged in business activities during the day.

The student must earn 30 credit hours in order to receive a Master of Science in Administration degree. A research project is included within the 30 credit hours; however, a thesis is not required. The applicant whose undergraduate training has not included prerequisite studies for the graduate program will be required to take these preparatory courses in addition to the 30 credit hours necessary to earn a Master of Science in Administration degree.

ADMISSION

Undergraduate preparation in business or public administration is not required for admission to the M.S.A. program. To be eligible for admission the applicant must hold a baccalaureate degree from an accredited college or university. In evaluating a student's application for admission, primary emphasis will be given to his or her undergraduate record and GMAT scores. A student can receive transfer credit for up to nine semester hours providing that he or she received a grade of at least a B in each of those courses and that each of those courses is equivalent to a course in the M.S.A. program.

EXPENSES

Student fee, per semester	$ 2
Tuition, per credit hour	60

There is no application fee.

FINANCIAL ASSISTANCE

Graduate assistantships are available based on the student's experience and education. Applications may be obtained from the Personnel Office.

PLACEMENT

The Placement Office will provide free placement service to students who are seeking employment opportunities.

CORRESPONDENCE

For further information , call or write

Coordinator of Graduate Studies in Business
Ancell School of Business
Western Connecticut State College
181 White Street
Danbury, Connecticut 06810
Telephone: 203-797-4204

WESTERN ILLINOIS UNIVERSITY

MACOMB, ILLINOIS

Western Illinois University is located in Macomb, Illinois, in the heart of the rural Midwest just 40 miles east of the Mississippi River. The town's population is approximately 22,000. There are several larger cities within a 100-mile radius. Picnic and recreation areas, including Lake Argyle State Park, are within a few minutes' drive. The campus extends over 1,056 acres and contains 52 buildings including classroom structures, special facilities for students, and modern residence halls.

The College of Business has approximately 95 full-time faculty members organized into 6 academic departments. The college is housed in Stipes Hall. This building is relatively new, containing modern classrooms, audio-visual equipment, special laboratories, and faculty offices. It is centrally located and provides convenient access to the library, computer center, student union, residence halls, and other campus facilities.

PROGRAMS OF STUDY

The College of Business offers a professional graduate program designed to enable qualified students to become competent and responsible managers and executives. The Master of Business Administration (M.B.A.) curriculum provides opportunities for the student to develop competencies in the various areas of business. The major objective of the M.B.A. program is to prepare graduates for career positions in business, education, and government. Emphasis is placed on providing prospective managers with a background in analytical decision-making techniques, insights into the behavioral sciences, and methods of adapting to change. A second objective of the program is to provide an appropriate background for those who plan to pursue an advanced degree in a specialized field.

The program is open to graduates in liberal arts, engineering, science, education, and other fields as well as business. Students who have not had introductory course work in calculus, linear algebra, and computer systems will be required to complete equivalent courses for undergraduate credit to remedy these deficiencies.

The graduate-level requirements are divided into two groups of courses. Group One consists of 30 semester hours in the areas of accounting, management, economics, business statistics, corporate finance, marketing, and business law. All, or part, of these requirements may be waived based on the student's undergraduate preparation.

The 33 semester hours in Group Two are the minimum requirements for the degree. They include one or more required courses in each of the areas of management, marketing, finance, operations research, economics, and research methodology. A student with a strong undergraduate background in one of these areas may seek approval to substitute an elective for the corresponding required course. There is a minimum of six semester hours of electives for each student. The electives can be taken in one area or selected from a number of areas. Electives are available in all areas including accounting, marketing, finance, management, economics, and quantitative analysis.

Four special programs of study are available in addition to the M.B.A. degree. They are the Master of Accountancy, the Master of Arts in economics, the Master of Science in information science, and Master of Science in business education.

ADMISSION

Application is made through the School of Graduate Studies which requires the student to hold a bachelor's degree from an accredited undergraduate institution. The Graduate Management Admission Test (GMAT) is required of all applicants to the M.B.A. program and to the Master of Accountancy program. Admission to the M.B.A. program requires an acceptable combination of an undergraduate grade-point average and the total score on the GMAT. A high score on the GMAT can offset a low grade-point average and vice versa. The minimum grade-point average for acceptance as a degree-seeking graduate student is 2.5 overall or 2.75 for the last 60 semester hours (A = 4.0). All application materials must be submitted at least three weeks before the student's first registration.

EXPENSES

Tuition and fees for full-time graduate students are approximately $415 per semester for in-state students and $1,020 per semester for out-of-state students. The university maintains residence halls for students with special floors available for graduate students. Room and board is approximately $820 per semester. All fees are subject to change without notice by action of the Board of Governors of State Colleges and Universities.

FINANCIAL ASSISTANCE

There are a number of research assistantships available to qualified candidates. In addition to the stipend, full remission of the tuition fee is granted. Information on loans and other forms of financial assistance available to graduate students can be obtained by writing to the Office of Financial Aids.

PLACEMENT

The Office of Occupational Information and Placement maintains a close relationship with the business and educational community. Each year a number of firms visit the campus recruiting students from the master's programs.

CORRESPONDENCE

For application forms, catalogs, and information, write

Graduate Admissions Office
School of Graduate Studies
Western Illinois University
Macomb, Illinois 61455

WESTERN KENTUCKY UNIVERSITY

BOWLING GREEN, KENTUCKY

Western Kentucky University, established in 1906, has an enrollment of approximately 13,500 students. The campus is located approximately 110 miles south of Louisville and 65 miles north of Nashville, Tennessee. Sixty-four major buildings and an estimated 200 acres comprise the main campus.

Western's academic program seeks to provide curricula which will foster broad intellectual development as well as prepare students for careers in the arts and sciences, business, government service, allied medical arts, education, and other fields. Academic support facilities include seven libraries and a computer center. The library system currently holds 735,000 volumes and receives 3,500 periodicals. The computer center is available to both students and faculty for the conduct of research involving data samplings and complex mathematical analyses.

PROGRAM OF STUDY

The Master of Business Administration (M.B.A.) program is designed to provide professional education for successful careers in management. The program is general in approach and emphasizes the relevance of economics, quantitative methods, the behavioral sciences, and finance.

Students must complete 30 semester hours of approved graduate course work. A comprehensive final examination is also required of all students. Prerequisites are required of those students whose business backgrounds are deficient. The 30 semester hours of approved graduate work consist of the following courses:

Accounting 560, Managerial Accounting;
Business Admin. 570, Business, Government, and Law;
Business Admin. 573, International Business;
Business Admin. 575, Organization Theory;
Business Admin. 535, Advanced Management Science;
Business Admin. 520, Advanced Marketing;
Business Admin. 530, Advanced Managerial Finance;
Business Admin. 578, Administrative Policy;
Economics 580, Applied Microeconomic Theory; and
Economics 585, Applied Macroeconomic Theory.

Those students who are not required to complete prerequisite courses normally are able to finish the program in one and one-half years. Students whose business backgrounds are deficient may require as much as two years to complete the program. Evening classes are available for anyone wishing to pursue study part time.

ADMISSION

Admission to the program requires the approval of the Graduate College and the M.B.A. Admissions Committee. Applicants will be evaluated primarily on the basis of a combination of undergraduate grade-point average and Graduate Management Admission Test (GMAT) scores, in accordance with formulas specified by the American Assembly of Collegiate Schools of Business.

EXPENSES

As of the spring semester 1980, the fee for students carrying nine or more semester hours was $307 for Kentucky residents and $820 for nonresidents. The fee for part-time students is $35 per credit hour for residents and $92 per credit hour for nonresidents.

FINANCIAL ASSISTANCE

A limited number of graduate assistantships are available for qualified students. Appointments are made for the academic year only. In addition to the remuneration in the form of a stipend, the out-of-state portion of the graduate assistant's fees is awarded in the form of a scholarship. Student loan programs are available to qualified applicants.

PLACEMENT

The university maintains a placement office which offers a free, lifetime service to students and alumni. Recent graduates of the M.B.A. program have had no difficulty in finding acceptable employment.

CORRESPONDENCE

For additional information on the M.B.A. program, write to

Graduate College
Admissions Officer
Western Kentucky University
Bowling Green, Kentucky 42101

WESTERN MICHIGAN UNIVERSITY

KALAMAZOO, MICHIGAN

Western Michigan University, one of the four large universities in the state, has an on-campus enrollment of 20,000 students. Approximately 4,000 of these are graduate students in master's, specialist, and doctoral programs.

PROGRAMS OF STUDY

The College of Business has some 6,200 students of whom more than 750 are in graduate business programs. Some 80 graduate courses are offered in accounting, business education, finance, law, management, and marketing.

The Master of Business Administration (M.B.A.) is designed to prepare graduate students to function effectively in administrative positions. This preparation emphasizes the development of the student's ability to make and execute decisions. The program of study is designed to provide the student with skills and knowledge in the areas of critical analysis, business operations, changing environments, professional development, and specialized professional interests. The program consists of prerequisites, M.B.A. core courses, and electives. The total program requires, in addition to the prerequisites, a minimum of 30 hours of course work or 24 hours and a thesis.

The prerequisites include course work in accounting, economics, finance, law, management, marketing, statistics, and computer usage. This requirement may be satisfied by (1) waiver (in case of prior completion of appropriate undergraduate courses—B.B.A. core courses or equivalent); (2) examination; or (3) by taking 210 and 211 Principles of Accounting, 201, 202 Economics, 320 Business Finance, 340 Business Law, 300 Management Fundamentals, 370 Marketing, 200 Decision Making with Statistics, and 102 Computer Usage.

The M.B.A. core consists of the following: 600 Applied Economics for Management, 607 Legal Controls, 607 Accounting Control and Analysis, 608 Financial Management, 607 Marketing Management, and 699 Policy Formulation and Administration (capstone core course).

With the approval of the M.B.A. program adviser, additional elective courses may be selected from accountancy, economics, finance, management, marketing, paper science, and/or other areas. If desired, all of the electives may be taken from a single area provided that at least 15 hours of course work are taken outside this area.

In addition to the English usage exam required by the Graduate College, M.B.A. applicants must submit scores on the Graduate Management Admission Test prior to admission.

The Master of Science (M.S.) in accountancy degree program allows the student an opportunity to concentrate in accountancy at the graduate level. A knowledge and understanding of the theory, literature, and controversial concepts of accounting are developed as well as an ability to carry out research. The student's understanding of the relationship of accounting to other fields in business and to other disciplines is also stressed.

Specific requirements for the M.S. degree vary with the applicant's background (a minimum of 30 graduate hours and 21 hours of accountancy is required). The Graduate Management Admission Test and an English test are required.

The Master of Science in business with concentrations in administrative services, business education, finance, management, and marketing is also offered.

The Specialist in Arts in business education program is designed to prepare community college teachers of business subjects. The program consists of 60 hours of course work, 40 of which must be a concentration in a field of business ordinarily taught in community colleges and the rest in other areas of business, economics, or behavioral sciences. For admission, the Aptitude Test of the Graduate Record Examinations and the admissions test in English with acceptable scores are required.

EXPENSES

Per semester	*In state*	*Out of state*
Tuition (12-hour load)	$ 565	$1,235
Room and board	700*	700*
Books and supplies	90*	90*
Total	$1,355*	$2,025*

*Approximate figures.

FINANCIAL ASSISTANCE

Graduate fellowships valued at $4,000 are granted on the basis of merit to persons planning to pursue full-time work on the campus leading to advanced degrees.

Graduate associateships carrying a somewhat greater stipend than the fellowships are offered to a limited number of graduate students who have completed a master's degree and are registering for work on an advanced degree.

Graduate assistantships with stipends of approximately $4,000 are available to promising students. Students receiving an assistantship are expected to participate in approximately 15 hours per week of professional service in the department.

Graduate students who enroll for a minimum of nine hours of on-campus credit in a semester may qualify for a National Direct Student Loan or some other type of loan.

PLACEMENT

The university maintains a free placement service for students and alumni which is visited annually by several hundred business, industrial, governmental, and educational institutions and agencies.

CORRESPONDENCE

For further information, write or call

Director of Admissions
Graduate Business Programs
Western Michigan University
Kalamazoo, Michigan 49008
Telephone: 616-383-4672

WESTERN NEW ENGLAND COLLEGE

SPRINGFIELD, MASSACHUSETTS

Western New England College is a private, independent, coeducational college offering undergraduate, graduate, and continuing education programs. Central to all programs is a commitment to effective instruction in an atmosphere of personal concern for the student.

The graduate program provides opportunities for the professional development of those students interested in careers in business, engineering, and law. To accomplish these goals, the college is organized into a School of Arts and Sciences, a School of Business, a School of Engineering, and a School of Continuing Higher Education, all offering a variety of undergraduate programs.

PROGRAM OF STUDY

The objective of the graduate business program leading to the Master of Business Administration (M.B.A.) is to enhance the problem-solving and decision-making capabilities of those who hold, or aspire to, positions of responsibility within organizations. The program develops managers who are capable of articulating their ideas to others, both verbally and in writing. The thinking processes that are developed include a consideration of long-range societal implications.

The M.B.A. program is composed of three areas: foundation courses, core courses, and elective courses. All students in the M.B.A. program with no prior graduate work must take 7 core courses and 3 electives for a total of 30 semester hours. Six foundation courses are required but may be waived depending on previous education or practical experience. The maximum number of semester hours for a student required to take all courses in the program is 48. Requests for waivers of foundation courses must be made at the time of admission.

ADMISSION

Admission to any of the graduate programs is open only to persons who hold at least a baccalaureate degree from an accredited college or university. It is possible for students to enter at midyear as a number of courses offered each year allow students to begin a program in the second semester.

The following procedure should be completed for admission:

- The completed application form should be returned to the Office of Graduate Studies with a $15 application fee, along with
- transcripts of undergraduate degree work and any previous graduate work.

Notification of decision will be forwarded to the candidate on receipt of the required documents. Details regarding registration will be sent to all accepted applicants before the registration period.

Admission to the program requires (1) a baccalaureate degree from an accredited college or university with at least one year of college mathematics, and (2) results of the Graduate Management Admission Test (GMAT).

EXPENSES

Full-time students (12 hours or more per semester)

Tuition (typical course load of 15 semester hours per term at $98 per credit hour, two terms)	$2,940
Registration fee	20
Athletic fee (optional)	50
Student insurance fee (individual plan)	77
	$3,087

Part-time students

Tuition per semester hour	$98
Registration fee (per semester)	10

Tuition and fees are due and payable at the time of registration unless other arrangements have been made.

FINANCIAL ASSISTANCE

Under the Deferred Payment Privilege plan, the total amount due on tuition each semester is divided into four payments which are due on the dates as indicated on the statement. A service charge of $10 is made on all deferred accounts and is included with the first payment.

An increasing number of companies are underwriting, in whole or in part, the cost of tuition of part-time students in their employ. In cases where the employer wishes to make direct payment to the college, the student must furnish at the time of registration or immediately thereafter, an authorization from his/her employer indicating that the company is underwriting the cost of tuition.

The college offers a program of financial assistance through scholarships, grants, loans, and part-time employment. Resources are, however, limited. Parents of dependent students and independent students applying for aid must submit the Financial Aid Form (FAF) to the College Scholarship Service for processing, along with the college's Application for Financial Aid. Both the FAF and the Application for Financial Aid must be received by Western New England College before April 1 in order to be considered for all forms of aid. Applicants filing after the April 1 deadline may be considered for financial aid if sufficient funds are available.

PLACEMENT

The Office of Career Planning and Placement provides instructional services such as resume writing, interview techniques, and job search strategies as well as personal career counseling. In addition, the office maintains a reference and credential service and serves as a point of contact for recruitment visits and hundreds of employer inquiries.

CORRESPONDENCE

For additional information or to request an application for admission, please write or call

Office of Graduate Studies
Western New England College
Springfield, Massachusetts 01119
Telephone: 413-782-3111

Department of Business and Public Administration

WESTERN NEW MEXICO UNIVERSITY

SILVER CITY, NEW MEXICO

The master's programs at Western New Mexico University offer the professional person the opportunity to acquire a generalist's background, with varying degrees of specialization, in the environment of a small university.

Western was founded in 1893 as a state coeducational institution of higher learning. The university is located in the quiet mountain town of Silver City, population 12,000, which serves as the marketing and financial center for a vast 3-county area that extends to Arizona on the west and south to Mexico. Located in the foothills of the Mogollon and Black Range Mountains, Silver City has a climate that is dry, mild, and invigorating. The Gila National Forest, only minutes away, provides an attractive setting for backpacking, camping, hunting, and fishing and has a number of hiking trails as well as Indian ruins which can be explored. Hot springs and ghost towns are nearby. The area has a great appeal to rockhounds, and gold panning is still practiced by some. The town is far enough removed from large urban centers to assure tranquility and a sense of freedom, yet close enough to the metropolitan areas of El Paso, Juarez, Tucson, Albuquerque, and Phoenix to enjoy them.

The university occupies a gently rolling campus of 80 acres, and has an average enrollment of 1,600 students. The campus includes 25 major buildings or building complexes. These facilities include the J. Cloyd Miller Library which contains more than 117,000 paper volumes and 246,000 volumes in micro-formats. In addition, the library has access to the holdings of 5 million volumes in over 1,500 libraries across the country, through the use of an Ohio College Library Center computer network. The Fine Arts Center encompasses a 1,000 seat auditorium, and multi-studio art facilities. The Health and Recreation Complex houses 2 basketball courts, a 25-meter indoor swimming pool, a training room, 4 racketball courts, a dance studio, and other recreational activities.

PROGRAMS OF STUDY

The Department of Business and Public Administration offers three graduate programs. The Master of Business Administration (M.B.A.) program is designed for persons who want to become management generalists and who do not wish to write a thesis. For those who wish to write a thesis, the department offers the Master of Arts (M.A.) degree program. The M.A. in teaching program is designed for business educators who want to continue their studies in business and related areas.

The M.B.A. program is comprised of a core of 18 hours of department graduate courses, plus 18 additional semester hours from approved graduate offerings. Prerequisites to the program include 24 semester hours of the following common-body-of-knowledge courses or their equivalents: principles of economics (6), accounting (6), marketing (3), business law (3), management (3), and finance (3).

The majority of graduate courses are scheduled evenings to accommodate students who work. Full-time students who have the necessary prerequisites may complete the M.B.A. within one academic year. The faculty make every effort to provide students with a variety of learning experiences; cases and simulations are commonly used, and the department's micro-computer laboratory is integrated into the quantitative course work. Students benefit from lecture sessions that emphasize interactive exchanges between faculty and student in small, personal classes.

The minimum residence requirement for the completion of the master's degree is two semesters. Five summer sessions are accepted as an equivalent. All credit, except the permitted transfer of 12 semester hours, must be earned in residence. All graduate credit, including transfer credit, must have been earned within five years prior to issuance of the master's degree.

ADMISSION

To be admitted as a regular graduate student, the university requires the following: (1) a baccalaureate degree from an accredited institution with an overall grade-point average (GPA) of at least 2.75 out of a possible 4.00 for the last 64 semester hours of undergraduate work, and at least a 3.00 GPA in the major field; (2) completion of the appropriate application form and payment of a $10 nonrefundable fee; and (3) submission of official transcripts of all previous college work.

In addition, the Department of Business and Public Administration requires the following: (1) evidence of completion of all prerequisite courses (A student who has not completed the necessary prerequisite courses may be approved to enter the graduate program; however, deficiencies must be removed prior to enrollment in the graduate core courses) and (2) submittal of scores on the Graduate Management Admission Test (GMAT) with 400 the minimum acceptable score for regular student status. Students who have not taken the GMAT may be admitted provisionally, contingent on the presentation of a satisfactory score from the next test administration.

EXPENSES

A major attraction of Western is its fee structure. It is the least expensive university in this beautiful southwestern region. Tuition for full-time students (12 or more credit hours) is $215 for residents and $703 for nonresidents. Part-time resident students pay $17.45 per credit and nonresidents pay $58.15. First-time registrants pay a matriculation fee of $5. All full-time students receive activity ticket privileges, university health service benefits, and accident and health insurance coverage. A limited number of assistantships are available to full-time graduate students. A stipend is paid monthly, and out-of-state tuition is waived.

CORRESPONDENCE

For further information on applications and programs contact

Dr. Charles R. Prohaska, Chairman
Department of Business and Public Administration
Western New Mexico University
Silver City, New Mexico 88061
Telephone: 505-538-6322

WESTERN WASHINGTON UNIVERSITY

BELLINGHAM, WASHINGTON

Western Washington University is located in the city of Bellingham, Washington, in the far northwest corner of the contiguous states. Bellingham is some 90 miles north of Seattle and 50 miles south of Vancouver, British Columbia, Canada, on Interstate 5. Climate conditions are mild ranging from a mean temperature of 36 degrees Fahrenheit in January to 65 degrees Fahrenheit in July. The university, from its hill-top site, overlooks the Bay and the San Juan Islands. The university was authorized as a State Normal School by a legislative act of 1893, although it did not open for classes until 1899. Thereafter it was successfully designated a College of Education, a State College, and finally a regional university in 1977. Part of the growth pattern and change pattern was expressed by the legislature as a need for program of a "practical and applied nature, directed to the educational and professional needs" of the residents of the region. One response to this need was the authorization of the Master of Business Administration (M.B.A.) program in the College of Business and Economics in 1978.

PROGRAM OF STUDY

From its conception the M.B.A. has been designed as a numerically small and highly disciplined program. Preparation is required in six areas before admission. These areas are accounting, economics, finance, management, mathematics, and research methodology. Competence may be demonstrated by course work or practical achievement.

The program itself consists of 48 credit hours of graduate study of which 40 are required in designated courses and 8 or more are elective. The designated courses are Managerial Accounting, Managerial Economics, Marketing Management, Financial Planning, Production Management, Organizational Behavior, International Business, Business Environment, Labor/Management Relations, and Business Policy. Elective course work is individually tailored to the needs and career objectives of each student. Although most students seek additional business related emphasis, they are encouraged to explore areas outside the College of Business and Economics. Internships, where appropriate, can be arranged.

The most immediate and pressing need under the legislative mandate was to provide for the continuing education of fully employed individuals who were otherwise denied access to M.B.A. course work. Accordingly, the first class format was designed for a nonthesis, part-time, night-time enrollment. The first student group under this format was initiated in September 1979 to graduate in June 1981. A second group was admitted in September 1980, and it is anticipated that a new group will start each fall quarter in future years. Students in this format enroll in the two classes each quarter and attend between the hours of 6:00 and 10:00 p.m. two evenings each week. (M.B.A. students who are fully employed are permitted to enroll for eight quarter credit hours by special permission of the Graduate Council. The normal limit cited in the Graduate Catalog is six quarter credit hours.)

The next format option, which will be initiated in the near future, is a schedule combining late afternoon and the existing evening classes. This format will permit individuals with part-time employment to schedule three classes each quarter and complete the program in four quarters. The final planned option for the more distant future is a full schedule of day-time M.B.A. classes.

ADMISSION

Applicants must have a bachelor's degree, but that degree need not be in business or a business-related area. Admission to the program is preceded by admission to the Graduate School and subsequent selection by the M.B.A. Advisory Committee. An applicant is required to complete the Graduate Record Examination (GRE) to secure admission to the Graduate School. The M.B.A. Advisory Committee requires, in addition, the completion of the Graduate Management Admission Test (GMAT). The M.B.A. Advisory Committee, which also serves as a selection committee, seeks applicants with an undergraduate grade-point average (GPA) of 3.00 (B) on a 4.00 scale and GMAT scores which are above average. The Advisory Committee does not apply a rigid formula to the selection of candidates from applicants. Applicants are required to submit a current resume and are encouraged to insure that their references include current ones. Any other documents deemed appropriate may be submitted. All materials submitted to the Graduate School are examined during the selection process and the Advisory Committee applies reasonable and considered judgment in their decisions.

EXPENSES

Tuition and fees are subject to change and probable upward revision by the 1981 Legislature. Applicants should request a current graduate catalog for confirmation of tuition fees. At present, there is no application fee at Western Washington University.

CORRESPONDENCE

Requests for applications and document submissions should be directed to

Dean of the Graduate School
Western Washington University
Bellingham, Washington 98225

Requests for information should be directed to the above address or to

Director of the M.B.A. Program
College of Business and Economics
Western Washington University
Bellingham, Washington 98225

THE WHARTON SCHOOL (UNIVERSITY OF PENNSYLVANIA)

PHILADELPHIA, PENNSYLVANIA

The Wharton School—the oldest collegiate school of business in the world—offers a professional education in advanced management. The school is an integral part both academically and physically of the University of Pennsylvania, located in Philadelphia. Wharton derives its unique strength and diversity from the far-reaching educational resources of the university and the active business communities of Philadelphia and nearby New York and Washington. The total enrollment of 1,400 in the Graduate Division includes students from the continental United States and abroad. A diverse class of 600 men and women matriculate each September; 110 enter in January.

PROGRAMS OF STUDY

The Master of Business Administration (M.B.A.) program can be viewed as general management training complemented by specialization. Nineteen courses are required for the two-year M.B.A. degree, six of which are part of the core curriculum. The core is designed to develop competence in the areas of economic analysis and policy, management and administration, accounting, statistics, quantitative methods, and problem solving using the computer. Students are also encouraged to take diverse elective courses during the first year. A major is selected from over 30 fields during the second year and is supplemented by elective courses which may be taken in any graduate division of the university. A renowned faculty of over 200, recognized for both research and teaching, serve both the graduate and undergraduate divisions.

Reflecting the breadth of students' interests and the unusually broad range of the faculty's expertise, the Wharton curriculum, in sharp contrast to those found in many comparable M.B.A. programs, does not feature a lock-step pattern of prescribed courses. Rather, it establishes broad parameters and requirements within which each student selects an individual sequence of courses. This distinctive flexibility of the curriculum not only characterizes the M.B.A. program's capacity to complement any student's prior academic training or professional experience but also assures each student that his or her personal and career objectives can be satisfied.

Through the Leonard Davis Institute of Health Economics, Wharton offers an M.B.A. degree in health care administration. Using an interdisciplinary approach, Wharton combines its traditional strengths in the areas of management and analysis with the university's resources in the health field, notably its excellent School of Medicine. A summer internship is required.

Established joint programs exist with the schools of law (J.D./M.B.A.); medicine (M.D./M.B.A.); dental medicine (D.M.D./M.B.A.); social work (M.S.W./ M.B.A.); and engineering (M.S.E./M.B.A.). Other joint degrees may be pursued with graduate divisions within the Faculty of Arts and Sciences. In all cases admission must be granted by both participating schools.

The Public Policy Fellowship Program places selected students in Washington government agencies between their first and second years. Similar summer internships are available through the Management Department, the Entrepreneurial Center, the Public Management Unit, and the Multinational Enterprise Unit.

ADMISSION

Selection to the M.B.A. program is based on intellectual capacity, prior work experience, maturity, motivation, leadership qualities, and seriousness of purpose. A bachelor's degree or the equivalent is the minimum requirement for admission; application may be made for either September or January entry. Personal interviews are not available, but all applicants are encouraged to visit the campus and to meet with students.

Students who have completed courses similar to any of the required core courses may receive exemption either through examination or credentials, permitting them to substitute an elective in lieu of the requirement. Substitution does not reduce the number of courses needed for graduation, and credits from any other schools of business are not transferable. All students must demonstrate proficiency in elementary calculus and computer programming by passing an examination prior to matriculation or taking noncredit courses in both subjects during the first three weeks of the term.

EXPENSES

Estimated, per academic year	*Single*	*Married*
Tuition and fees	$ 6,300	$ 6,300
Room	1,750	3,100
Board	1,300	2,550
Books	400	400
Miscellaneous	1,050	1,250
Total	$10,800	$13,600
Child support, per dependent		$ 1,400

FINANCIAL ASSISTANCE

Wharton is a participant in the National Direct Student Loan Program, a 3 percent federally funded loan resource. Last year, assistance in the form of both fellowships and loans was allocated, on the basis of need, to more than 30 percent of the class. Wharton is a member of the Council for Opportunity in Graduate Management Education (COGME). Research opportunities, teaching assistantships, and stipends are also available to students at The Wharton Graduate School.

PLACEMENT

Recruiters representing 750 employers conducted over 16,000 on-campus interviews, and the average graduate received approximately 4 job offers. The Placement Office is instrumental in placing students in summer positions as well as job placement upon graduation.

CORRESPONDENCE

For information, write or call

Wharton Graduate Division Admissions Office
102 Vance Hall, CS
University of Pennsylvania
Philadelphia, Pennsylvania 19104
Telephone: 215-243-6182

WHEELING COLLEGE

WHEELING, WEST VIRGINIA

Wheeling College is a private, coeducational institution founded in 1954 and accredited by the North Central Association. Conducted by the Jesuit order, Wheeling College offers programs of study which integrate the traditional liberal arts with a modern career-oriented curriculum. The Master of Business Administration (M.B.A.) program began in 1978 in response to a growing need in the Upper Ohio Valley for a local master's program in business. Enrollment in the program is held to approximately 100 students per semester, thus enabling each student to be known and guided as an individual.

PROGRAM OF STUDY

The M.B.A. program is structured to provide a quality program of professional education for men and women who wish to obtain responsible positions in business and other complex organizations. The program is oriented toward a general management point of view and incorporates three interrelated themes: (1) an emphasis on the functional areas of business, (2) a focus on the ability to see one's own business function in the context of the total environment, and (3) a value orientation which addresses the ethical implications of an organization's internal and external decision making processes.

The M.B.A. program is designed for the student who wishes to combine graduate study with work experience. Therefore, classes are scheduled in the evenings and on Saturdays. Students may enroll on a full- or part-time basis.

The M.B.A. program is comprised of 48 semester hours as follows:

Analytical Methods for Management	3
Accounting and Financial Concepts	3
Economic Concepts	3
Management Concepts	3
Behavioral Science Concepts-Management	3
Marketing Management	3
Ethical Environment of Business	3
Quantitative Business Analysis	3
Managerial Economics	3
Management of Financial Resources	3
Accounting for Management Control	3
Operations Management	3
Managerial Policy and Decision Making	3
Electives	9

Students are eligible for potential waivers of tool course requirements (Analytical and Financial Concepts, Economic Concepts and Management Concepts) for a total of up to 12 hours. These courses may be waived by completing comparable undergraduate courses or by examination. Thus, a student may be able to complete the degree requirements with 36-48 semester hours of course work, depending on waivers granted. No thesis is required in the program; rather, the course in Managerial Policy serves to integrate all aspects of the curriculum. Students are required to complete a minimum of 24 semester hours at Wheeling College; thus up to 12 hours may be transferred from other graduate programs.

ADMISSION

Admission to the M.B.A. program is open to men and women who hold bachelor's degrees or the equivalent from accredited institutions. Consideration in the admissions decision is based on the student's academic record, Graduate Management Admission Test (GMAT) score, and letters of recommendation. Students are classified as fully admitted or provisional, based on undergraduate grade-point average and GMAT score. Provisional students are required to meet certain specified academic standards in order to become fully admitted (or degree seeking) students.

Admission to the program is initiated by filing an application with the Graduate Office of Wheeling College. Applicants must furnish official transcripts of all previous undergraduate and graduate work, GMAT score, and three letters of recommendation. Students whose native language is not English are required to submit the TOEFL score in addition to the required documentation.

The M.B.A. program offers four sessions per year: fall (September), spring (January), summer I (May), and summer II (July). Students may enter the program in any of the four semesters. All documentation must be filed at least three weeks before the start of the semester in which the student intends to begin graduate study.

EXPENSES

The tuition fees for all graduate courses are based on a rate of $120 per semester hour. On-campus housing is available for single students at a cost of $1,900 per academic year (board included).

FINANCIAL ASSISTANCE

Financial aid through loans and work-study is available. Inquiries should be directd to the Office of Financial Aid. The M.B.A. program is approved for veteran's benefits.

PLACEMENT

Wheeling College maintains a Career Development Office which assists students with career information and job interviews.

CORRESPONDENCE

Further information may be obtained by writing

Director, M.B.A. Program
Wheeling College
Wheeling, West Virginia 26003
Telephone: 304-243-2344 or 243-2000

WHITTIER COLLEGE

WHITTIER, CALIFORNIA

Whittier College, 20 miles east of Los Angeles, is a coeducational, liberal arts and professional institution. The 94-acre campus is located in a suburban hillside setting. Whittier has historically attracted students from diverse geographic, ethnic, and religious backgrounds. The college recognizes its responsibility to provide for individualized instruction and creative programs. It encourages student participation and flexible learning opportunities.

Within the college vicinity lies a complex of industrial and suburban communities as diverse as any to be found in the entire southwestern United States. The diversity of business contacts available contributes a major element of strength to Whittier's graduate and undergraduate business programs.

PROGRAM OF STUDY

The Master of Business Administration (M.B.A.) degree program at Whittier is designed to assist students in developing management competence and a professional approach in applying management skills. In the context of Whittier's M.B.A., professional management requires a capacity for analytical reasoning and creative thinking. It requires behavioral skills and an appreciation of the interrelationships involved in an organizational system. It also demands an understanding of the complex environment in which the organization functions. Each of these areas is viewed as an integral part of the student's M.B.A. experience.

The program consists of two major parts, with specific requirements varying according to undergraduate background. Part I comprises the foundation and functional core requirement, including 30 units in accounting, management, economics, communication, quantitative methods, marketing, and finance. If the student has completed a well-rounded undergraduate major, Part I may be waived upon entry.

Part II of the program requires 30 units of advanced, integrative, and elective courses. Included here are courses dealing with the external environments of business, management information systems, and strategic planning. Students also complete several electives in either (1) financial management, (2) human resource management, (3) marketing management, or (4) a general M.B.A. option, for those who wish to design their own elective track.

In addition to course requirements, each candidate must complete either a written or oral examination. This requirement is normally met during the student's last semester in the program.

M.B.A. courses are scheduled during the late afternoon and evening, Monday through Thursday, and are held one day per week throughout the semester.

ADMISSION

The program is open to all qualified men and women who hold a bachelor's degree from an accredited college or university. Admission to graduate standing in the program is based upon

- undergraduate grade-point average,
- Graduate Management Admission Test (GMAT) score,
- personal interview or two letters of recommendation for applicants residing outside the southern California area, and
- work experience (for those who have been employed full time in business or public organizations).

In addition to the above criteria other factors may also be considered by the Graduate Committee.

Application for admission to the M.B.A. program is made through the Office of Admissions. GMAT results and official transcripts of all previous undergraduate course work must be forwarded to the office of the M.B.A. Program Director. As soon as all material has been received and evaluated, the applicant will be notified in writing of the Graduate Committee's decision regarding admission.

EXPENSES

Subject to change

Tuition, per credit hour	$145
Application and evaluation fee	20
Matriculation and orientation fee	20
Master's degree fee	50

FINANCIAL ASSISTANCE

A limited number of tuition scholarships are available each term and are granted on a competitive basis to full-time students in the M.B.A. program. These scholarships range in value from $500 to $1,500 and apply to the full academic year. Financial assistance may also be available through the National Direct Student Loan (N.D.S.L.), the federally guaranteed loan (G.S.L.P.), and the College Work-Study (C.W.S.) programs.

PLACEMENT

The college operates a Placement Center whose services are available to all registered students seeking new positions. Career counseling, resume writing, practice interviewing, and many other services are available through the center, and the Placement Director also arranges on-campus interviews for numerous employer representatives and interested students.

CORRESPONDENCE

For further information or to request an application for admission, please write or call

Director
M.B.A. Program
Whittier College
Whittier, California 90608
Telephone: 213-693-0771, extension 330

College of Business Administration

WICHITA STATE UNIVERSITY

WICHITA, KANSAS

Wichita State University is an urban institution located in Wichita, Kansas, a metropolitan area with a population of 400,000. WSU, which was established in 1895, is one of three state universities in Kansas. Some 16,700 Wichita State University students enjoy a beautifully landscaped campus encompassing almost 320 acres, which includes an 18-hole golf course. WSU is a fully accredited, state-supported institution of higher learning with over 100 areas of concentration offered in seven degree-granting schools and colleges. WSU is dedicated to providing a strong graduate program emphasizing the career-oriented master's degree. The College of Business Administration, established 50 years ago, has 1,700 undergraduate and 450 graduate students enrolled in its various academic programs, which are scheduled largely in the evenings.

PROGRAMS OF STUDY

The primary objective of programs leading to graduate degrees in business administration is to assist men and women who desire careers, in business and other kinds of organizations or in teaching business administration, to develop those attitudes, abilities, and skills which constitute a foundation for future growth in their chosen field. The purpose, then, is to develop the student's (1) understanding of the structure and function of business organizations, (2) ability to recognize and analyze problems and to make decisions, (3) sense of responsibility for the social consequences of his actions, and (4) foundation for continuing self-education and growth.

Depending upon the degree program, various combinations of the following teaching methods are used: formal and informal seminars, written and/or oral reports, case study and analysis, research projects, lectures, and discussions. Throughout the program of graduate instruction, emphasis is placed upon providing the student with an opportunity to develop his skill and competence through individual and/or group effort and achievement.

Generally, the M.B.A. program requires two years for a full-time student from a nonbusiness field and one year for full-time students who have a degree in business. The total hours required ranges from 30 to 63, depending upon the student's background. Students who enter the M.B.A. program with no prior formal education in business administration must complete 24 hours of background fundamentals in accounting, economics, organization behavior, statistics, marketing, finance, production, and business and society. Students who have prior course work in business may have certain of these courses waived.

All students are required to complete the 30 hours that comprise the managerial core. Included in the core are 12 hours in the basic disciplines of business (behavioral, accounting, and economics) and 3 hours in business policy. Fifteen hours of free and directed electives are allowed.

The M.S. in accounting is designed for individuals with career objectives in professional accounting. Its purpose is to provide the additional breadth and depth of knowledge increasingly recommended for professional accountants. Both a thesis program (requiring 30 hours) and a nonthesis program (requiring 33 hours and a comprehensive examination) are available. Both programs require a minimum of 15 hours in accounting, including 3 required courses.

The M.S. in administration is oriented toward research and specialization in one of the following areas: finance, marketing, quantitative systems, or behavioral systems. The thesis program requires 30 hours, including a minimum of 9 hours of courses and a thesis in the area of specialization. The nonthesis program requires 33 hours (including a minimum of 15 hours in the area of specialization) and a final oral exam.

The M.A. degree in economics is designed to train economists and business managers through a grounding in the fundamentals of economics. Economic theory and statistics are emphasized, although other areas of specialization are available. The M.A. degree requires 30 hours, including a thesis (defended orally) or 34 hours without a thesis (which includes written comprehensive exams).

ADMISSION

Admission is granted to students who show high promise of success in postgraduate business study. Multiple criteria are considered in granting admission to all of the programs; however, special attention is given to the applicant's grade-point average for the last two years of academic work and scores on the Graduate Management Admission Test (GMAT). General minimum requirements for admission are (1) a baccalaureate degree from an accredited institution and (2) a total of 1,000 points based on the formula of 200 × the student's overall grade-point average (4.00 system) + the GMAT scores or at least 1,050 points based on the formula of 200 × the upper-division grade-point average (4.00 system) + the GMAT score. (A minimum score of 450 is required on the GMAT.)

EXPENSES

	Resident	*Nonresident*
1-14 hours, per credit hour	$ 26	$ 62
15 hours and over, flat fee	390	930

FINANCIAL ASSISTANCE

Three kinds of financial assistance are available: graduate assistantships, graduate scholarships, and part-time employment. Graduate assistantships, involving teaching or research activities, are available in each of the master's programs. Stipends range from $3,000 to $4,500 per academic year. Applications must be filed by March 15.

PLACEMENT

The university maintains a placement office with a full-time director and staff to serve students and alumni. This year, 170 companies from all sections of the country made 435 visits to the campus to recruit.

CORRESPONDENCE

For further information on graduate management programs, interested students may address

Graduate Studies in Business
College of Business Administration
Wichita State University
Wichita, Kansas 67208
Telephone: 316-689-3230

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WIDENER UNIVERSITY

CHESTER, PENNSYLVANIA

Widener University is located in one of the nation's major industrial-business complexes with its two campuses specifically located in Chester, Pennsylvania and in the state of Delaware just north of Wilmington. The institution includes male and female resident and commuting students. Degree and noncredit continuing education programs are offered in the evening by the University College. Curricular emphasis is placed on interdisciplinary methods, which prepare students broadly for lifelong intellectual relevance in their careers and a broad understanding of the modern world.

The academic programs offered on the Pennsylvania campus are done so through four main centers: management and applied economics, arts and science, engineering, and nursing. Degrees offered on the Pennsylvania campus are Bachelor of Arts, Bachelor of Science, Bachelor of Science in engineering, Bachelor of Science in business administration, the Master of Business Administration, the Master of Engineering, and the Master of Science in nursing with emphasis on burns, emergency, and trauma. The master's degrees are offered under the specific auspices of the university.

On the Delaware campus, the degree of Doctor of Jurisprudence is offered by the university's Delaware Law School; Associate of Arts and Associate of Science degrees are offered by the university's Brandywine College.

Postgraduate courses in business administration were first offered in the academic year 1967-68, with an initial class of 55 students. Currently, 700 men and women are enrolled in the M.B.A. program with classes meeting in the evening on the Pennsylvania campus and more recently on the Delaware campus as well. Courses are offered in the fall and spring semesters, with a reduced schedule during the summer.

PROGRAMS OF STUDY

The M.B.A. program is intended to facilitate the development of the necessary prerequisites for effective leadership in contemporary organizations. Course work is designed to provide a foundation of conceptual and analytical skills drawn from the disciplines of economics, statistics, accounting, and behavioral science. This foundation, or core, serves as intellectual support for selective specialized study in various functional areas of management or in certain applied fields. At present, students, through appropriate concentration of electives, may acquire advanced skills in such areas as finance, marketing, or manpower administration. Alternatively, students may opt for a concentration in specialized fields such as health services administration or engineering management. Joint degree programs are also available with the Center of Engineering (M.B.A.-M.E.) on the Pennsylvania campus and with the Delaware Law School (M.B.A.-J.D.) on the Delaware campus. A general management option, tailored to the individual's own interests, is also offered.

The program is open to all qualified college graduates and assumes no previous knowledge of business subjects. However, students who lack prior exposure to accounting, economics, and college-level mathematics, may be required to take preparatory course work in these areas before enrolling in advanced courses. A preparatory course in data processing is offered for students who lack a working knowledge of computers.

In order to graduate, students must successfully complete a minimum of 36 semester hours, attaining an academic average of 2.5 or better. Seven core courses are required of all students: Managerial Accounting, Microeconomic Analysis, Macroeconomic Analysis, Financial Institutions, Behavioral Science in Management, Statistics I, and Data Analysis. Qualified students may request permission to waive up to a maximum of four core courses. Waiver examinations will be given to ascertain if current familiarity with the particular subject is deemed adequate to grant the request. In addition to the core courses, all students are required to enroll in a research seminar, which is normally scheduled at the end of the program. A typical student will select four electives. However, it may be necessary to take more in order to satisfy the residency requirement of 10 courses. During the last semester, students are required to take a comprehensive examination, unless excused on the basis of outstanding academic performance. Finally, students who have not earned the M.B.A. degree during a period of six years from the date of entry must have their academic standing reviewed by the faculty and may be asked to meet additional requirements in order to graduate.

ADMISSION

Anyone holding a baccalaureate degree is invited to apply for admission by

- completing the application form,
- submitting two letters of recommendation,
- arranging for a transcript to be mailed from the undergraduate institution,
- taking the Graduate Management Admission Test,
- taking the Test of English as a Foreign Language (TOEFL) if he is from a non-English-speaking country.

EXPENSES

Tuition for the M.B.A. program is $120 per semester hour. New students are charged a registration fee of $10. All students are charged a general fee of $10 for each semester.

PLACEMENT

Both undergraduate and graduate students make use of the placement office, which is visited annually by representatives of some 200 companies.

CORRESPONDENCE

For information or to request an application for admission, write or call

Dean
Center of Management and Applied Economics
Widener University
Chester, Pennsylvania 19013
Telephone: 215-499-4305

WILFRID LAURIER UNIVERSITY

WATERLOO, ONTARIO, CANADA

The part-time Master of Business Administration (M.B.A.) program at Wilfrid Laurier University (WLU) provides its students with the current theoretical and conceptual development of the management literature and insights into today's modern practices. The program helps students acquire managerial expertise so they can accept the responsibilities of initiating and implementing operational plans. The philosophy of the M.B.A. program is to prepare managers for more responsible positions in Canadian society.

PROGRAM OF STUDY

The program provides students with

- an understanding of organizational and national policy;
- an ability to establish administrative structures to facilitate policy implementation;
- an ability to recognize, conceptualize, articulate, and resolve effectively business problems;
- an ability to research and analyze appropriate corporate/community conditions, needs and limits for purposeful change;
- an ability to recognize and appreciate corporate/social influences on employees;
- an ability to lead and redirect employees to realize corporate policy.

The Master of Business Administration degree differs from the liberal arts degree, in that the M.B.A. is, by intent, professional in nature. WLU's M.B.A. program is designed to assure a distinct professional flavor aimed at providing advanced study in business in the greater Kitchener-Waterloo community. The program is intended to give a unique blend of the academic and the applied. It is the school's belief that the approach to problems benefits from the combination of theoretical and practical backgrounds.

Most of the students in the proposed program will come from and return to the regional business community. Thus, the M.B.A. will be a terminal degree for most. Nevertheless, recognition is given to a necessary academic environment for all students, particularly for those who may later wish to continue their education for the doctorate at another university.

The M.B.A. program structure makes maximum use of group work and faculty-student seminars. Small student groups will be formed which represent a cross section of their ages and experiences. Groups will be expected to prepare and present case assignments. Lectures and discussions will involve faculty teams and participation of adjunct faculty from the business community. Class assignments will utilize the literature of business, both academic and professional.

ADMISSION

Students will be admitted to the university by the university's Graduate Council. The School of Business and Economics will operate an M.B.A. Admissions Committee to make recommendations to the university's Graduate Council concerning specific applicant admissions.

The program size will be restricted to 30 students in each year of the program. These students will be selected as follows: (1) approximately one-third will have substantial business management experience at a senior level in larger firms, (2) approximately one-third will have small business management experience, and (3) approximately one-third will have only limited business experience.

Admission requirements include the following:

- a minimum of three years of full-time working experience (It is assumed that all students will have full-time jobs.),
- a bachelor's degree from a university or college of recognized standing,
- at least a B standing in the final year of the undergraduate program,
- personal suitability for a graduate program in business administration, including an acceptable score on the Graduate Management Admission Test.

A limited number of applicants who do not meet all of the above requirements may be admitted. Application for the fall semester must be received by early May.

EXPENSES

Application fee	$ 25
An application fee of $25 must accompany each application for it to be activated. Certified check or money order should be made payable to Wilfrid Laurier University—M.B.A. This fee is not refundable and is not applicable to any other costs incurred.	
Qualifying phase—per one term course	96
(All qualifying year courses are one-term courses.)	
Master's phase	282
Per term registration fee (for first 6 terms)—students must maintain continuous registration—3 semesters per year until graduation	
Per term registration thereafter	141
Each M.B.A. student must pay a minimum of $1,692 during the Master's phase of the program.	

CORRESPONDENCE

Inquiries about the M.B.A. program offered at Wilfrid Laurier University should be addressed to

M.B.A. Program Director
School of Business and Economics
Wilfrid Laurier University
Waterloo, Ontario N2L 3C5
Telephone: 519-884-1970
Telex: 069-5476
Cable: "Interbusiness"

Geo. H. Atkinson Graduate School of Administration

WILLAMETTE UNIVERSITY

SALEM, OREGON

The Atkinson Graduate School of Administration was established in 1974 by Willamette University to offer an innovative approach to the study of management, combining the disciplines of business administration and public administration. Created with the goal of equipping present and future administrators with skills in the management of both public and private enterprise, the school is the first of its kind in the Northwest. Versed in the problems, concepts, and techniques of management as they appear in all types of organizations, graduates of the school are well prepared for professional managerial careers.

Located in Salem, Oregon, 45 miles south of Portland, Willamette University's campus adjoins the grounds of the Oregon State Capitol. The campus is close to state institutions, courts of law, state and city libraries, and Salem's Civic Center, and to industrial and other public and private organizations in Portland and the mid-Willamette Valley. This proximity presents students at the Atkinson School with a wide variety of internship and job opportunities and the ability to observe government processes and meet frequently with practitioners.

Some students combine law and management studies in a four-year joint degree program carried out in cooperation with the Willamette University College of Law.

Superior teaching ability and scholarship are essential for selection and advancement of the faculty. The school's faculty have wide experience in business, government, and graduate education. Students also benefit from the part-time teaching of successful practicing executives. The school is small enough to permit individualized attention. Enrollment in the fall term of 1980 included 88 full-time and 88 part-time students.

PROGRAM OF STUDY

The Master of Administration (M.Ad.) is a distinctive academic degree awarded in recognition of successful completion of a demanding educational experience requiring four semesters of full-time study. Every graduate completes a first-year core of courses on economics, finance, quantitative methods, organizational behavior, accounting, legal processes, and the relationships among government, business, and society. This core is designed to provide students with the analytic tools, skills, and concepts that are applicable in any managerial environment.

An internship or a research project is required of all students. Usually completed during the summer between the two years of the program, the internship offers each student an opportunity to apply these tools, skills, and concepts in a work environment. Developing an internship is a shared responsibility between the student and the school.

Each student structures his or her second-year course of study to fit individual career objectives. This flexibility permits concentration in areas such as small business management, public sector management, organizational development, finance, accounting, and other subjects. The second year is designed to help the student further develop and apply analytic tools through the use of cases, projects, practicums, management games, and task force groups.

Throughout the program, special emphasis is placed on developing each student's understanding of the interplay of business and governmental processes. The private sector manager is equipped to deal effectively with public sector organizations, to comprehend governmental processes, and to explain his or her organization's role to labor, consumer, environmental, and other groups. The public sector manager graduates with an understanding of the private sector of the economy and is equipped for managing public organizations with analytic tools as well as knowledge of the social and political environment.

ADMISSION

The admissions decision takes into consideration important variables that reflect intellectual capacity and motivation. Applicants are evaluated on the basis of an overall achievement record, including transcripts, test scores, references, and records of leadership in extracurricular activities, employment, or military service. Maturity and a clear sense of purpose are important. There are no curriculum prerequisites; the Atkinson School seeks a diverse student body of men and women from all academic disciplines.

Specific requirements include a bachelor's degree from an accredited college. Candidates are required to take the Graduate Management Admission Test (GMAT). Candidates interested primarily in public sector management may take either the GMAT or the GRE.

Applications are considered as soon as they are complete. Financial aid awards are announced by April 1. Full-time students should plan to enter the program at the beginning of the academic year only.

EXPENSES

Tuition for the 1980-81 academic year was $4,100. Single students should budget $7,800 per academic year total expenses. Students may expect to earn between $2,400 and $4,500 from their work as full-time interns.

FINANCIAL ASSISTANCE

Financial aid in the form of loans, research assistantships, scholarships, and part-time employment is available and awarded on the basis of the student's qualifications and financial need. Applicants for financial assistance based on need must submit requests through the Graduate and Professional School Financial Aid Service (GAPSFAS) or College Scholarship Service (FAF form).

PLACEMENT

Employer response to the first five graduating classes of the Atkinson School has been excellent. Students have gone to work for a large number of public, private, and not-for-profit organizations nationwide at competitive starting salaries. The Atkinson School Placement Office offers a comprehensive range of services including assistance in career planning, job search strategies, and internship development.

CORRESPONDENCE

For further information, please write or call

Director of Admissions
Geo. H. Atkinson Graduate School of Administration
Willamette University
Salem, Oregon 97301
Telephone: 503-370-6440

WILLIAM PATERSON COLLEGE OF NEW JERSEY

WAYNE, NEW JERSEY

The William Paterson College of New Jersey is a multipurpose, public, coeducational institution of higher education offering comprehensive degree programs on both the undergraduate and graduate levels. Located in Wayne Township, 16 miles west of New York City, the college provides opportunities for study leading to the degrees of Master of Arts (M.A.), Master of Business Administration (M.B.A.), Master of Education (M.E.), and Master of Science (M.S.)

The M.B.A. program, sanctioned by the New Jersey Board of Higher Education in July 1980, began operation in January 1981 during the spring session.

- The M.B.A. program currently is structured around two major concentrations:
- The faculty is composed entirely of full-time professional teachers.
- Course offerings permit students to elect either a full-time or part-time program of study.

PROGRAM OF STUDY

The M.B.A. program consists of 11 common core courses (33 credits), 4 courses in either a finance or management major, and 5 elective courses, for a total of 60 credits.

The program assumes no previous study in business. Students with such background may, on demonstration of prior knowledge, waive up to 30 credits of common core courses.

ADMISSION

- Any person holding a bachelor's degree in any field from an accredited four-year college or university is eligible to *apply.*
- A reasonably high probability of admission exists for those applicants whose (1) overall grade-point average (GPA) for the bachelor's degree is at least 3.0, as measured on a scale of 4.0, *and* (2) total score on the Graduate Management Admission Test (GMAT) is at least 475.

All admitted applicants must have achieved a satisfactory score on an admission index which incorporates the verbal and quantitative scores on the GMAT and the undergraduate GPA (adjusted for institutional quality). Details concerning this admission index may be obtained from the Director, M.B.A. Program.

Note: Applicants who do not meet either the GPA or GMAT requirements may be admitted if the Admissions Review Committee, on the basis of other criteria deems there is sufficient probability of success in the program. All applicants must take the GMAT and submit scores as part of the application process.

EXPENSES

The 1980-81 tuition, per credit and other fees were as follows:

New Jersey student	$50.00
Out-of-state student	70.00
Student service charge	1.50
Student center fee	3.00
Parking fee (nonrefundable)	10.00
Late registration fee (nonrefundable)	15.00

FINANCIAL ASSISTANCE

A limited number of graduate assistantships are available each year to full-time students. The terms of such assistantships include a stipend of $3,000 plus tuition and student fees for one academic year. Graduate assistants are assigned a 20-hour work week. Assignments may consist of assisting in preparation of administration and academic materials, grading papers and examinations, and other School of Management activities.

PLACEMENT

The William Paterson College of New Jersey maintains a placement office to assist M.B.A. students in obtaining appropriate employment. Each year representatives of business firms and government agencies are invited to the campus to interview interested students.

CORRESPONDENCE

For further information on the M.B.A. program, please write

Graduate Office
Room 104
F ubinger Hall
William Paterson College
300 Pompton Road
Wayne, New Jersey 07470

WILMINGTON COLLEGE

NEW CASTLE, DELAWARE

Wilmington College is a four-year, private college in the State of Delaware. Founded in 1967 as a nonprofit, coeducational institution of higher education, the college is dedicated to the concept of directly relating a student's academic education to the skills necessary for advancement in his or her working environment. The college is a fully accredited member of the Middle States Association of Colleges and Schools.

Wilmington College is located midway between New York City and Washington, D.C. in the historic town of New Castle, Delaware. The campus is approximately six miles south of Wilmington and is easily accessible from I-95, 295, 495, and routes 13 and 40. The complete Master of Business Administration (M.B.A.) program is also offered at the Georgetown campus in southern Delaware.

PROGRAM OF STUDY

The purpose of the Wilmington College M.B.A. program is to provide students who have maturity, motivation, and work experience with a sound graduate management education. The program is modular in format and meets on Friday nights and Saturday mornings. The curriculum is designed to develop the necessary management skills to enhance imaginative, orderly problem solving and decision making. The M.B.A. program requires 12 courses for degree completion. Ten are core courses and provide information relevant to the broad range of management contexts. In addition, two electives may be chosen to reflect specific interests.

The program is unique in that it is specifically designed for the working professional. Before acceptance each applicant must have at least three years of working experience. This requirement places older, more sophisticated students in the classroom and provides them with an excellent opportunity for study and the sharing of ideas with other professionals. In line with Wilmington College's desire to provide a practical approach, the program stresses an overview of the various areas of corporate functioning. It is deemed important that a manager understand the interrelationships of these areas in order to be of maximum benefit as an effective decision maker. It is to this objective that a course of study has been designed which stresses a mixture of a strong academic program with a practical, applied business orientation.

The program is constructed to permit individuals to complete the degree at their own pace in keeping with work and family requirements. Students who have the prerequisites can complete the degree in 18 months.

ADMISSION

Admission is granted to students who show promise of success in the graduate business school. Multiple criteria are considered in granting admission with special attention directed to the applicant's current employment setting and motivational situation. The applicant is required to possess a bachelor's degree and to submit a work resume, two letters of reference, and GMAT scores. An interview with the M.B.A. Coordinator is an integral part of the admission process.

There are provisions for the admittance of students with other than business backgrounds. These students enroll in specially designed noncredit courses which will provide the background essential for successful completion of the M.B.A.

A student may transfer a maximum of six hours of relevant course work with at least a B grade from an accredited college or university.

EXPENSES

Tuition is $110 per credit hour with registration fees of $20 per module.

FINANCIAL ASSISTANCE

The college maintains a limited number of graduate internships. Award is based on academic promise and the assistance needs of the program. A commitment of 20 hours per week is provided in exchange for tuition and fees. The program is approved for veterans' benefits, and other forms of aid are available through low interest loans.

CORRESPONDENCE

For further information, write

M.B.A. Coordinator
Wilmington College
320 Dupont Highway
New Castle, Delaware 19720

WINTHROP COLLEGE

ROCK HILL, SOUTH CAROLINA

Winthrop College is a medium-sized, state-supported, coeducational institution located in South Carolina just 20 miles south of Charlotte, North Carolina. The location enables it to draw students from the established textile corporations in the area as well as from new industry moving into the Sun Belt. Winthrop's graduate programs were established in 1972 and offer evening instruction leading to the Master of Business Administration (M.B.A.) and Master of Science in Personnel and Industrial Relations (M.S.P.I.R.) degrees. The graduate enrollment is limited to 200 students, allowing frequent contact with the faculty.

PROGRAMS OF STUDY

The graduate programs are designed to serve three groups of students: (1) those in management or technical positions who wish to enhance their careers; (2) those in nonbusiness fields who wish to move into the business sector; and (3) those who, having completed a baccalaureate degree program, wish to undertake advanced study before establishing a career.

Both the M.B.A. and M.S.P.I.R. programs are 36 semester hours in length for students who have an accredited degree in business administration. Prerequisite courses in accounting, finance, management, marketing, economics, quantitative methods, and the legal environment of business are offered for those who need them. The length of time required to complete each degree varies with the individual, depending on the student's academic background and pace of study.

All courses are offered in the evenings, and students can vary course loads from 3 to 12 hours a semester. A maximum of 12 semester hours of graduate transfer credit from an AACSB-accredited graduate program may be accepted toward either degree.

The Master of Business Administration degree program consists of eight required courses and four elective courses. The curriculum is broad based and provides students with a generalized background in business concepts. Courses in finance, personnel, accounting, marketing, economics, quantitative methods, and public policy develop knowledge in these areas and strengthen decision-making abilities. No thesis or comprehensive examination is required; however, in a required business policy course students integrate all aspects of the program.

The Master of Science in Personnel and Industrial Relations is a specialized program offering courses in advanced personnel, labor law, collective bargaining and industrial relations. A thesis option replacing six semester hours of course work allows students to tailor the program to their own needs.

Winthrop's graduate instructors employ a variety of teaching methods. Lectures, case studies, team projects, individual projects, and role play enable students to develop flexibility and creativity. Interaction with faculty and exposure to the various backgrounds of other students are also key elements.

The academic year is divided into three terms: fall semester, spring semester and summer session. Students may enter the program at the beginning of any term.

ADMISSION

Admission is limited to graduates of accredited colleges and universities who show high promise of success in graduate study. Applicants must provide (1) a completed application form, (2) transcripts of all college-level work, and (3) scores on the required Graduate Management Admission Test (GMAT). Evaluation is based primarily on a combination of the GMAT score and undergraduate grade-point average. An undergraduate degree in business administration is not required. Applicants whose native language is not English must submit a score of at least 550 on the Test of English as a Foreign Language (TOEFL).

EXPENSES

Expenses for 1980-81 were:

Application fee, one-time only	$15
Registration fee, per term	5
Tuition, per credit hour	
Residents of South Carolina	36
Nonresidents	42
Parking fee, per year	4
Books and supplies	Dependent on course load

FINANCIAL ASSISTANCE

A limited number of graduate assistantships are available in the School of Business Administration and elsewhere on campus. The stipend varies according to the number of hours worked, ranging from 5 to 20 hours per week. Graduate assistants pay tuition and fees based on rates for South Carolina residents. Applications may be obtained from the Director of Graduate Studies in the School of Business Administration. The college also offers forms of financial assistance through the Winthrop Financial Aid Office.

PLACEMENT

Winthrop College maintains an active placement office to assist students in finding jobs. Representatives from business and industry regularly recruit on campus.

CORRESPONDENCE

For information about the graduate programs of study offered by Winthrop College, write or call

Director of Graduate Studies
School of Business Administration
Winthrop College
Rock Hill, South Carolina 29733
Telephone: 803-323-2186

WORCESTER POLYTECHNIC INSTITUTE

WORCESTER, MASSACHUSETTS

Worcester Polytechnic Institute (WPI), founded in 1865, is the third oldest engineering college in the United States. While attractively located on a 56-acre campus within one hour's drive from Boston, WPI is also located in the center of many national and international high technology industries. WPI enjoys a close working relationship with many of these major firms and both students and faculty members are involved with research and consulting projects for these companies. The total student body of 3,500 includes approximately 900 full- and part-time graduate students.

WPI's graduate program in management was established in 1970 with the Master of Science degree in Management. In 1980 the Master of Business Administration (M.B.A.) degree was introduced. At present 150 graduate management students are enrolled in both full-and part-time programs. Most of the part-time graduate students are professionally employed by major area corporations in research and management positions.

PROGRAMS OF STUDY

WPI offers both the Master of Business Administration and the Master of Science in Management degrees. Both programs are designed to prepare technologically-oriented men and women for management roles in industry or government. All courses are offered in the Evening Division for the benefit of the practicing professional; however, for those interested in pursuing graduate study on a full-time basis, the curriculum schedule permits completion within 18 months.

M.B.A. students are required to successfully complete 45 credit hours (15 courses) in management and elective courses. The core curriculum, which must be completed by all students, consists of 36 credits in management. The core has been designed to cover the functional areas of accounting, finance, marketing, production, behavioral science, economics, and policy. The core also includes study in statistics, computer applications, and management science. Beyond the core, three options are open to a candidate in satisfying the remaining nine credits. Option 1 consists of advanced management courses including production, research and development, management science, information and decision support systems, industrial marketing, and law. Option 2 is the technical option which may be satisfied through appropriate graduate courses in a particular area of science or engineering offered by other departments at WPI. Option 3, independent study, provides the maximum opportunity for curriculum specialization and schedule flexibility in completing the program. Through independent study, which is performed under the direction of a project advisor, a student may pursue in depth a particular aspect of a core subject, tie together several of the core subjects in an integrated project, or perform applied research of specific interest to the student or in conjunction with on-going faculty research.

The Master of Science in Management program also offers full- or part-time opportunities for men and women with backgrounds in science or engineering to prepare themselves for positions with administrative or managerial responsibilities. The 36-credit program includes 24 credits in management, 9 credits in a particular area of science or engineering which complements undergraduate education or current professional responsibilities, and 3 credits of directed project work in management or engineering management.

All WPI graduate management courses meet one evening a week for 14 weeks.

ADMISSION

Applications for admission to the Graduate Management Program can be obtained from the Department of Management, Worcester Polytechnic Institute, Worcester, Massachusetts 01609.

Applicants are required to submit to the Office of Graduate Studies a completed application form, official transcripts of all college work, three letters or recommendation, and official Graduate Management Admission Test (GMAT) results. For applicants whose native language is not English, the official Test of English as a Foreign Language (TOEFL) results must be submitted.

Applicants should have undergraduate degrees in science or engineering or experience appropriate to pursuing a technologically-oriented graduate management program. Many of the core subjects require an understanding of calculus and computer programming.

EXPENSES

For the academic year 1980-81, tuition for graduate courses was $405 per 3-credit courses. Tuition for a full-time graduate student taking 8 courses per year was $3,240.

FINANCIAL ASSISTANCE

A growing number of research assistantships are available for full-time students in the graduate management program. These positions involve projects supported by industry and/or government and frequently become part of a student's independent study. Specific questions on financial assistance should be directed to the Financial Aid Office.

PLACEMENT

The many services of WPI's Office of Graduate and Career Plans are available to all WPI students and alumni. Recruiters from over 300 different organizations including large and small industrial firms, government, civic, and professional associations visit WPI annually. The office also maintains a large reference library for WPI students and alumni.

CORRESPONDENCE

For further information or to request an application for admission, please write or call

Graduate Management Program
Worcester Polytechnic Institute
Worcester, Massachusetts 01601
Telephone: 617-793-5218

College of Business and Administration

WRIGHT STATE UNIVERSITY

DAYTON, OHIO

Wright State is one of Ohio's newest and most exciting centers of learning, beginning as a campus operated jointly by The Ohio State University and Miami University. Wright State was accredited as an independent university in 1967 and today offers bachelor's and master's degree programs in business administration, education, liberal arts, and science and engineering.

Located on a 618-acre campus northeast of Dayton, the university enjoys both the stimulation of a metropolitan area and the atmosphere of a rural setting. Enrollment is now approximately 16,000 with over 700 students enrolled in the Master of Business Administration (M.B.A.) program. There is a growing daytime program for full-time students which constitutes 30 percent of the M.B.A. enrollment.

The College of Business and Administration was established with the central objective of developing individuals to become qualified professional administrators. In order to provide more advanced professional study in business administration, the Master of Business Administration degree was instituted in 1967. The M.B.A. program is designed to serve the following two groups: those students with undergraduate degrees in business who want an in-depth program of advanced study; and those students whose undergraduate program has been in the liberal arts, sciences, or other professional areas who desire professional administrative study. The M.B.A. program is accredited by the American Assembly of Collegiate Schools of Business. In addition to the M.B.A. program, a graduate program leading to the degree of Master of Science in social and applied economics is offered.

PROGRAMS OF STUDY

The Master of Business Administration program is planned on an individual basis, taking into consideration the student's background, needs, and objectives. This allows for the program to be built upon undergraduate work in business, the arts, sciences, engineering, or other fields of study. The specific aims and basic assumptions of the program include the following:

- the program emphasizes broad concepts and analytical tools rather than descriptive information and techniques;
- the program seeks to develop and enlarge the individual's understanding of the economic, political, social, and technological environment of business and the businessman's responsibility to these environments;
- the program provides the student with the opportunity to develop professional competence in a special field of his own choosing;
- the program seeks to provide the student with a foundation for continuing education and development.

The curriculum includes a minimum of 48 credit hours with a thesis option. Completion of the program normally requires four quarters. In addition, all candidates must have or obtain a knowledge of fundamentals in the following areas: accounting, business, finance, business law, economics, management, marketing, and statistics. Areas of concentration include accountancy, finance, financial administration, logistics management, marketing, and quantitative business analysis. The program consists of required courses (30 credit hours), concentration area (6-12 hours), and electives (6-12 hours). There are internships available for those students who could benefit from a planned program of paid business experience.

ADMISSION

Admission to the M.B.A. program requires acceptance by the School of Graduate Studies. Standards for acceptance are a baccalaureate degree from an accredited institution and an official report of the applicant's Graduate Management Admission Test (GMAT) score. Regular admission is based on an admission index and a minimum GMAT score. An admission index is calculated as follows: 200 × the undergraduate grade-point average + the score on the GMAT. The GMAT is required of all applicants. Students can enter the program in the fall, winter, spring, or summer quarters.

EXPENSES

Per quarter	*In state*	*Out of state*
Instructional and general fees	$402	$402
Nonresident tuition		340
Books and supplies, estimate	90	90
Total	$492	$832

Part-time fees are $42 per credit hour.

The university's residence hall, which accommodates 312 students, is available to all single students. Completely air-conditioned, the residence hall has well-furnished, double-occupancy rooms and study lounges on each floor. Meals are served in the dining hall of the University Center, directly adjacent to the residence hall. Laundry facilities and special facilities for handicapped students are also provided to residents. The cost of living accommodations on campus is $525 per quarter.

For students who are married or who do not want to live on campus, apartments in the nearby communities of Dayton, Fairborn, and Yellow Springs are available at a cost from $150 per month.

FINANCIAL ASSISTANCE

Graduate assistantships are available for qualified students and carry a stipend of $3,250 for three quarters. Graduate assistantships also include waiver of out-of-state fees and other instructional fees. All interested students should apply.

PLACEMENT

The university placement office provides assistance in securing full-time career employment for graduate students. The services of the placement office are offered without charge.

CORRESPONDENCE

For further information or to request an application for admission, please write to

Director of the M.B.A. Program
College of Business and Administration
Wright State University
Dayton, Ohio 45435

XAVIER UNIVERSITY

CINCINNATI, OHIO

Xavier University, founded in 1831, is composed of the College of Arts and Sciences, the College of Business Administration, the College of Continuing Education, and the Graduate School. The Graduate School opened in 1946, and in 1952 the Master of Business Administration program was added. Total university enrollment during the 1980-81 academic year was approximately 7,000 students including 3,600 graduate students. Approximately 2,000 students were enrolled in the Master of Business Administration program as of fall 1979. Most of these students (1,900) were pursuing part-time programs and maintaining positions in industry. About 100 students were enrolled in full-time programs. The student body is a composite of many different races and religious beliefs.

The campus of Xavier University, located in Cincinnati, is comprised of approximately 60 acres. The population of the Cincinnati area is 1,000,000. The city is rich in cultural and sports traditions. Music, theater, museum, and art facilities abound.

The University Library contains more than 210,000 volumes. Periodicals, loose-leaf services, governmental reports, pamphlets, and microfilm and microprint materials supplement the main collection.

The University Computer Center provides a complete range of services connected with the analysis and processing of data. Student researchers are provided analysis, programming, and operating services in support of their projects by the center.

PROGRAM OF STUDY

The degree of Master of Business Administration is a professional degree designed to meet the needs of persons in business, industry, institutions, and government to prepare them for increasing executive responsibilities. The successful candidate for the Master of Business Administration degree must complete 18 semester hours in the 6 core areas (accounting, economics, administrative operations, marketing, quantitative business methods, and business finance) and 9 semester hours in an area of concentration selected by the student. Possible concentrations include accounting, personnel, management, marketing, advanced business economics, management information systems, industrial management, and quantitative methods. Three hours in a seminar on business administration problems and three hours in an elective course are also required. The lecture, case method, and incident process are all used as teaching techniques in the M.B.A. program.

Students may earn the M.B.A. degree by either full-time or part-time graduate work. Courses are offered days, evenings, and on Saturday mornings.

ADMISSION

Admission is open to the student with a baccalaureate degree from an accredited college or university. The program is open to graduates in science, liberal arts, education, engineering, or other fields. In evaluating a student's application for admission, primary emphasis will be given to undergraduate grade-point averages and scores on the Graduate Management Admission Test (GMAT). However, the applicant's intellectual development during the course of his previous academic career, his employment experience, and other evidences of motivation for graduate study will also be considered.

A candidate may enter the Master of Business Administration program at the beginning of any semester or term. The fall semester begins in September, and the spring semester starts in January. Two summer terms are available for continuing students who wish to accelerate their program of study.

Application for admission to the M.B.A. program must be made on the appropriate form. Applications should be followed promptly by a transcript of the applicant's undergraduate credits and degree.

EXPENSES

Tuition during the 1980-81 academic year was $98 per credit hour. Expenditures for textbooks and class materials are supplemental costs.

Dormitory accommodations are available to graduate students. Assistance in obtaining off-campus accommodations is supplied by the Director of Student Housing.

FINANCIAL ASSISTANCE

The Graduate School annually offers scholarships and assistantships in the business departments. They cover full tuition for one academic year and are awarded only to students prepared to do full-time graduate study

PLACEMENT

The university maintains its own placement office, visited by representatives of businesses and government agencies.

CORRESPONDENCE

Address inquiries concerning the M.B.A. program to

Dr. Francis V. Mastrianna, Executive Dean
College of Business Administration
M.B.A. Program
Xavier University
Cincinnati, Ohio 45207
Telephone: 513-745-3528

School of Organization and Management

YALE UNIVERSITY

NEW HAVEN, CONNECTICUT

The Yale School of Organization and Management offers men and women of exceptional promise, motivation, and achievement the opportunity to prepare for careers as managers in business, in government, and in nonprofit enterprises. Through a two-year graduate program leading to the Master's in Public and Private Management (M.P.P.M.) degree, the school seeks especially to prepare future managers for new institutions and for institutions undergoing rapid change.

The Yale School of Organization and Management is taking a new approach toward the education of managers. The school combines within a single educational setting the fundamental concerns of a traditional school of business administration and those of a school of public administration or public policy. Yale believes that this arrangement is particularly appropriate for illuminating the managerial and organizational problems shared by many different types of institutions as well as the problems peculiar to one type.

The school is housed in a cluster of buildings in the central campus area. Although most students elect to live in private housing, the university maintains housing which is available to both single and married students.

PROGRAM OF STUDY

The M.P.P.M. program is a full-time, two-year course of study. It operates on the semester system with classes beginning only in the fall semester. The first-year curriculum gives a balanced emphasis to analytical and quantitative skills; individual, group, and organizational behavior; and the political, economic, and institutional environment of management. A workshop, based on case materials taken from policy and management situations, requires students to apply the concepts and skills taught in other first-year courses. In the second year emphasis is placed on advanced analytical skills and integrative management courses. Students may also take elective courses within the school or elsewhere in the university. In addition, the school has developed courses on topics that are increasingly important for both public and private managers—in particular, courses on legal analysis for management, values and ethics, and strategies of implementation. A central characteristic of the M.P.P.M. program is the opportunity it offers students to work closely with faculty both in the school and in the other schools and departments. An internship in an organizational setting is pursued during the summer between the first and second years.

ADMISSION

The Yale School of Organization and Management seeks to enroll men and women with diverse academic and professional backgrounds and career goals. M.P.P.M. classes include students with experience and interests in public, private, and nonprofit organizations. In general terms, Yale is looking for individuals who want to assume responsibility for the management of institutions within the U.S. and abroad, and who have demonstrated the drive, the potential for exercising leadership, and the intellectual capacity equal to such responsibility.

While some students are admitted directly from undergraduate programs, the school gives preference to applicants with experience working in organizations and especially to those who have demonstrated leadership. The school evaluates each application according to the following criteria:

- capacity and motivation for academic achievement;
- motivation and ability to cope with the complex, practical problems of organizations, to influence the outcome of events, and to work effectively with and lead others;
- personal and professional objectives.

Candidates are required to take the Graduate Management Admission Test (GMAT). Transcripts for academic work beyond the secondary level are required, as are letters of recommendation. Prospective and actual applicants are invited to visit the school. Group information sessions are held weekly during the term.

Admission to the program is done on a four-period schedule, beginning early December and extending to June. Early application is recommended.

Yale's other professional schools and graduate departments offer various possibilities for joint degrees. Further information regarding joint degree programs is available from the M.P.P.M. Admissions Office.

Information about the school's doctoral program in administrative sciences is available from the Director of Graduate Studies.

EXPENSES

Tuition for the 1980-81 academic year was $5,900. Single student (dormitory) housing currently ranges in price from $900 to $1,100 for the academic year; married student housing rents range from $200 a month for an efficiency to $350 per month for a three-bedroom unit. Total expenses for one academic year, excluding transportation, may come to $11,200 for a single student.

FINANCIAL ASSISTANCE

Financial assistance is available through fellowships, long-term loan programs, and other sources. All applicants for financial assistance must submit requests through the Graduate and Professional School Financial Aid Service.

PLACEMENT

Full-time staff members in the Career Planning Office assist students in choosing both summer internships and permanent positions following graduation. A full schedule of presentations by representatives of public and private organizations is maintained throughout the year to enable students to discuss careers in a wide range of settings.

CORRESPONDENCE

For further information, write or call

M.P.P.M. Admissions
Yale School of Organization and Management
Box 1-A
New Haven, Connecticut 06520
Telephone: 203-436-3006

YORK COLLEGE OF PENNSYLVANIA

YORK, PENNSYLVANIA

York College of Pennsylvania is located in south central Pennsylvania contiguous to the city of York, population 50,000, within a metropolitan area of approximately 250,000 population. The 57-acre campus is located approximately 25 miles south of Harrisburg, 25 miles east of Gettysburg, 25 miles west of Lancaster, and 50 miles north of Baltimore, Maryland. The campus is easily accessible from Interstate 83 and the Pennsylvania Turnpike.

York College of Pennsylvania, a private and coeducational institution, enjoys a 200-year heritage. It is the legal and academic descendent of several institutions, the earliest being founded about 1776. The college welcomes students of all ages from all racial, religious, national, and socioeconomic backgrounds.

The academic year consists of two semesters of approximately 14 weeks and three summer sessions: one 3-week and two 5-week sessions. The fall semester begins early September and ends mid-December; the spring semester begins mid-January and ends mid-May. Presently, the M.B.A. program is an evening one with classes meeting one night a week from 7-10 p.m. on Monday through Thursday. Summer sessions meet on alternate nights.

PROGRAM OF STUDY

The program recognizes the broad-based proficiency needed by the professional manager. Therefore, achievement of the Master of Business Administration degree requires the student to have successfully completed three bodies of knowledge:

(1) prerequisite knowledge of accounting, economics, statistics, mathematics, and introductory management;

(2) a program core of 27 hours in areas of management theory and practice, quantitative and statistical decision analysis, managerial economics and accounting, human relations in management, marketing management, management information systems, and business policy; and

(3) program electives of 9 hours to be divided between two groups in areas of communication concepts and skills, personnel and industrial relations, organizational theory and practice, management finance, business and government, operations management, and directed study.

While the program initially requires 36 graduate credits for completion, a student may have up to two courses waived due to work experience and/or noncollegiate educational pursuits.

ADMISSION

Applicants for regular or conditional admission to the M.B.A. program must submit (1) a completed application form with a $15 nonrefundable fee, (2) transcripts of all college work showing satisfactory completion of a bachelor's degree and any other documents necessary to show satisfactory completion of the prerequisite body of knowledge, and (3) an official report of his score on the required Graduate Management Admission Test. Applications should be filed at least one month prior to the opening of the semester or summer session for which admission is desired.

Applicants not having satisfied the entire prerequisite body of knowledge will be required to complete successfully undergraduate courses and/or graduate-level survey courses before admission will be considered.

EXPENSES

Graduate tuition is $75 per credit. Other charges are a $5 registration fee and a $10 general fee per semester and summer session. Textbooks and required supplies and materials are in addition to the tuition and other charges.

No on-campus housing is available. Rooms and apartments are available in the community. Full food service is available during the two semesters and partial service during the summer sessions.

FINANCIAL ASSISTANCE

Requests for information about financial aid should be directed to the Student Financial Aid Office, York College of Pennsylvania, Country Club Road, York, Pennsylvania 17405.

PLACEMENT

The college's Director of Placement coordinates placement activities. Services of the placement office include the listing of job opportunities as well as the coordination of interviews with employment representatives who visit the campus.

CORRESPONDENCE

Address correspondence regarding the M.B.A. program to

M.B.A. Coordinator
York College of Pennsylvania
Country Club Road
York, Pennsylvania 17405

YORK UNIVERSITY

TORONTO, ONTARIO, CANADA

The Faculty of Administrative Studies was founded in 1965 as a professional faculty dedicated to providing the highest quality preparation for managers of all types of organizations. The faculty accepted its first students in 1966. Since then it has grown to include 55 full-time faculty members, almost all of whom hold doctoral degrees from the finest universities and who have extensive practical business and professional experience. York University's location in metropolitan Toronto has helped to attract a faculty in administrative studies which is second to none in Canada.

York has the largest graduate program in administration in Canada. About 1,300 students are currently enrolled; 400 are full-time students. Its size permits York to offer a wider range of elective courses than any similar program in the country.

The basic Master of Business Administration (M.B.A.) program requires the equivalent of two years of full-time study. In the first year, every student is required to complete seven basic core courses and two to four advanced core courses. These courses are designed to develop (1) a sound background in the principles, concepts, and approaches common to all types of administration, (2) a basis for continuing communication among practicing administrators; and (3) a lasting awareness of the various managerial roles and environments. Specialization in business or other relevant areas is achieved through a broad offering of electives in the second year of the graduate program.

PROGRAMS OF STUDY

The Master of Business Administration and the Master of Public Administration (M.P.A.) at York are professional degrees, awarded upon completion of a program of studies designed to prepare the graduate for a position of responsibility within business and government. The curriculum is designed for both full- and part-time students, and many classes are scheduled in the evening for persons already engaged in business and professional work.

In addition to the regular M.B.A. and M.P.A. programs, York is offering a combined M.B.A./LL.B. program within four years of study. This accelerated program is open only to a selected group of highly qualified students.

The total curriculum for the master's degree consists of 20 semester-length courses, comprised of seven core courses, two to four advanced core courses, seven to nine electives, and two required second-year integrative courses. The M.P.A. program differs from the M.B.A. program only in that three specific public administration courses must be included in the electives. The core courses include the environmental framework of management, accounting and control, finance, marketing, microeconomics, macroeconomics, behavioral problems and issues in organization, and quantitative methods for management.

In addition to the core, each student takes 7 to 9 elective courses chosen from more than 80 electives offered each year. These may be chosen by the student to meet his or her personal objectives. Some students choose to specialize in one or two subject areas while others forego specialization in favor of acquiring greater breadth.

The second-year integrative courses consist of (1) a case course on Strategy Formulation and Implementation, and (2) a Policy Report to the Faculty. The Policy Report is a comprehensive description and evaluation of an actual organization, either for profit or nonprofit, with appropriate recommendations for improved performance.

ADMISSION

Admission to the M.B.A. program is available to those who hold an undergraduate degree from a recognized university and who present evidence indicating that they can complete the graduate program successfully. Such evidence is usually in the form of an official transcript indicating the achievement of at least second-class standing in undergraduate studies, a satisfactory test score on the Graduate Management Admission Test (GMAT), and two recommendations, at least one academic.

EXPENSES

Tuition fees for Canadian citizens and landed immigrants for the Faculty of Administrative Studies at York University are $91.75 per semester course. Students who are on a student visa are required to pay $174.00 per semester course. All students pay the $8.00 registration fee and course material fees each semester.

The residence fees for furnished apartments are $142.00 per month for a bachelor, $207.00 to $238.00 per month for a one-bedroom apartment, and $296.00 for a two-bedroom apartment. Off-campus housing costs vary widely, with a probable minimum of $45.00 per week for a single room.

These fees are subject to change.

FINANCIAL ASSISTANCE

Assistantships, loans, bursaries, and scholarships are available to qualified candidates. The financial aid program is a varied one; its resources include private, university, and government funds. Application forms are included in each information kit or may be obtained from the Office of Student Awards, Steacie Science Library, York University.

PLACEMENT

The Faculty of Administrative Studies operates a comprehensive placement program including assistance in career planning, job search strategies, permanent employment, and summer employment.

CORRESPONDENCE

For further information or to request an application for admission, please call or write

Office of Student Affairs
Faculty of Administrative Studies
York University
4700 Keele Street
Toronto, Ontario, Canada M3J 2R6

YOUNGSTOWN STATE UNIVERSITY

YOUNGSTOWN, OHIO

PROGRAMS OF STUDY

The School of Business Administration offers graduate studies leading to the Master of Business Administration (M.B.A.) degree in accounting, management, marketing, and finance.

The program is designed to enable the graduates to cope with the increased specialization of management competence and knowledge, to develop their intellectual qualities and leadership abilities, and to provide a general breadth of understanding of the factors which affect our society.

The basic M.B.A. program consists of 51 quarter hours (equivalent to 34 to 36 semester hours) of graduate work. Slightly more than one-half of these hours will be in the required M.B.A. core with the remainder in the area of concentration and electives. The program may be taken on a part-time basis, and courses will frequently be offered during evening hours. Part-time students will usually complete the program in two to three years, while full-time graduate students may complete the required course work in one year.

ADMISSION

Entrance to the M.B.A. program is open to all qualified men and women who show promise of success in graduate business study. Previous academic work in business subjects is not required for admission; such deficiencies may be met through accelerated foundation courses or, when approved, by examination. Admission is based on the applicant's record of undergraduate studies, work experience, score on the Graduate Management Admission Test (GMAT), and related information. Applicants who have a baccalaureate degree from an accredited institution, with a grade-point average of 2.7 or above (A = 4.0), and who do not have deficiencies in subject-matter preparation or admission requirements may be admitted to the program as degree-seeking candidates. Students whose grade average is less than 2.7 but who have demonstrated improved achievement in their junior and senior years, and those with other undergraduate deficiencies, will be considered for admission with provisional status.

All applicants must submit scores on the Graduate Management Admission Test. Foreign students should also submit results from the Test of English as a Foreign Language (TOEFL).

EXPENSES

Tuition for Ohio residents is $915 per year (three academic quarters); tuition for nonresidents is $1,635 per year. Expenses for books, special equipment, and student fees are extra.

As no special campus housing is available for graduate students, students should find living quarters in the metropolitan area. Rooms are available in the immediate area at about $30 per week and apartments from about $160 per month upwards.

FINANCIAL ASSISTANCE

Financial assistance in the form of graduate assistantships, scholarships, and student loans is available to graduate students enrolled in specific degree programs. Under no circumstances will financial aid be awarded until the student has been admitted to the Graduate School.

Depending upon qualifications, graduate assistants will be assigned three kinds of duties: instruction, research, or other academic services. Normally, graduate assistantships are awarded for a period of three quarters beginning with the fall quarter. Appointees must maintain enrollment in at least 21 quarter hours of degree-credit-hour work for the regular academic year and not less than 6 quarter hours for any one quarter.

Scholarships in varying amounts for varying periods are awarded on the basis of the student's academic achievement, his potential for graduate work, and financial need. They are available to both entering and enrolled students carrying at least 12 quarter hours of degree-credit work. Student loans are made through the office of the Director of Financial Aids.

Applications for assistantships and scholarships must be accompanied or preceded by application for admission to the Graduate School. To obtain admission material and information about procedures for applying for an assistantship or scholarship, write to the Dean of the Graduate School, Youngstown State University, Youngstown, Ohio 44555.

PLACEMENT

The university maintains a placement office.

CORRESPONDENCE

For further information, write to

Director
M.B.A. Graduate Program
School of Business Administration
Youngstown State University
Youngstown, Ohio 44555

Other Schools That Require the GMAT

The schools listed below did not choose to submit a description of their graduate management program for this publication, but all of them require the GMAT of applicants for admission.

Angelo State University
Aquinas College
Armstrong College
Atlantic Provinces Association of Chartered Accountants
Baldwin-Wallace College
Baylor University
Bellarmine College
Bucknell University
Central State University
Delta State University
Florida A & M University
Florida State University
Hebrew University
Houston Baptist University
Husson College
Iona College
Iran Center for Management Studies
Jacksonville University
La Grange College
Lincoln University (California)
Lindenwood Colleges
Lynchburg College
McNeese State University
Mercer University
Mercy College
Morgan State College
North Carolina Central University
North Texas State University
Northrop University
Pacific Christian College
Pacific States University
Pan American University—Brownsville
Plymouth State College
St. Louis University Medical Center
St. Mary's College
Sangamon State University
Savannah State College
Simon Fraser University
Sophia University
Southeastern University
Syracuse University (Corning)
Troy State University at Fort Rucker
Troy State University in Montgomery
United States International University
University College
University of Alabama
University of Alaska Southeast
University of Arkansas at Little Rock
University of Birmingham
University of Delaware
University of Edinburgh
University of Geneva
University of Guam
University of Lagos
University of Liverpool
University of Nairobi
University of New Lisbon
University of North Dakota—Minot
University of Singapore
University of Western Ontario
University of Wisconsin—Parkside
West Virginia College of Graduate Studies
World University

Order Form for Guide To Graduate Management Education, 81-82

Guide to Graduate Management Education will be available in book stores across the United States at a list price of $6.95. However, if you order directly from the Graduate Management Admission Council using the order form label below, you will receive a $1 discount and pay only $5.95. To order the publication, complete the mailing label and cut along the dotted lines to detach. Enclose the label with your check or money order for $5.95 in an envelope and mail to Graduate Management Admission Council, Box 966, Princeton, New Jersey 08541.

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GMAC

The Graduate Management Admission Council presents

mba forums-81

Thinking about getting an MBA? Then visit the MBA Forums...

- **Admissions representatives** from more than 50 graduate management schools will be present at each Forum to answer questions about admissions, curricula, financial aid, and career opportunities.
- **Four workshops** will provide opportunities to discuss school selection, the graduate school experience, career paths, and the GMAT. Panels will be led by experts in their fields.
- **The MBA and You*** booklet will be provided free to all attendees. It answers the most commonly asked questions about MBA admissions, programs of study, costs and financial aid, and careers.

1981 MBA Forums Schedule

NEW YORK CITY	The New York Hilton 1335 Avenue of the Americas	October 2-3
CHICAGO	University of Illinois Chicago Circle	October 16-17
SAN FRANCISCO	Holiday Inn on Union Square 480 Sutter Street	October 30-31
BOSTON	Boston Park Plaza 64 Arlington Street	November 13-14
ATLANTA	The Atlanta Hilton Courtland & Harris Sts., N.E.	November 20-21

■ The MBA and You ■ Preparing for Public Management Careers		■ Meeting the GMAT ■ Corporate Career Options	
Friday 3:00-4:30	Saturday 11:00-12:30	Friday 6:00-7:30	Saturday 2:00-3:30

* To order this booklet in advance, send your request and a $2 check payable to GMAC (for handling and mailing) to: National Coordinator of Forums, Box 2886, Princeton, NJ 08541.

There is no preregistration. The admission fee for each Forum—including the workshops—is $3 per day, payable at the door.